

PHILADELPHIA HOUSING AUTHORITY

**MOVING TO WORK ANNUAL REPORT
YEAR FOUR**

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EXECUTIVE DIRECTOR**

MAY 2005

**PHILADELPHIA HOUSING AUTHORITY
MOVING TO WORK
YEAR FOUR REPORT**

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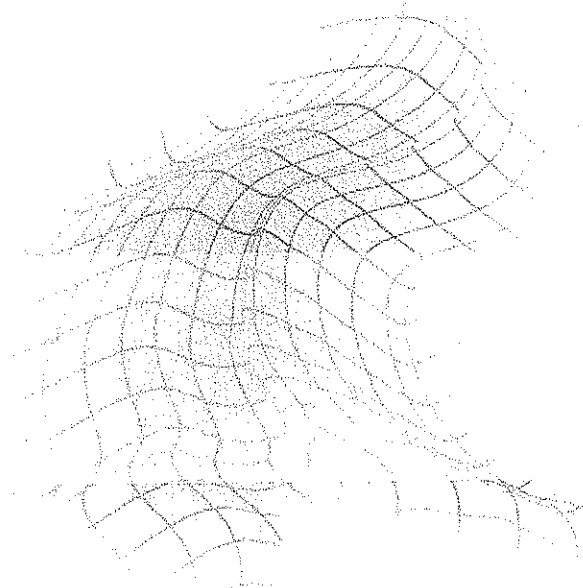
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MOVING TO WORK YEAR FOUR REPORT
PART ONE: ACCOMPLISHMENT REPORT



2004–2005 Accomplishments Report



Philadelphia Housing Authority
Building Beyond Expectations

Carl R. Greene, Executive Director



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Introduction

THIS IS THE FOURTH MTW ANNUAL ACCOMPLISHMENTS REPORT PREPARED BY the Philadelphia Housing Authority (PHA) under the Moving To Work (MTW) Demonstration Program. PHA is one of thirty-two participants nationwide in the MTW Demonstration Program. Through designation as an MTW agency, PHA and other participating Housing Authorities are given substantial budget flexibility and regulatory relief. Under the terms of its MTW Agreement with the US Department of Housing and Urban Development, PHA is required to publish an Annual Plan and Annual Report. This Annual Accomplishments Report provides a summary of the extensive initiatives undertaken and accomplishments achieved by PHA over the one-year period ending March 31, 2005.

While focusing on the most recent year's activities, the Accomplishments Report also highlights PHA's major activities and accomplishments during the first four years of the MTW Demonstration Program, the period from April 1, 2001 through March 31, 2005.

Redefining Public Housing



UNDER THE LEADERSHIP OF EXECUTIVE Director Carl R. Greene, PHA has redefined public housing, using MTW flexibility to craft a program that has made PHA a positive force for change in Philadelphia's neighborhoods, some of which were among the city's most distressed. Where not many years ago proximity to public housing served as a disincentive for others to live in the neighborhood, quite the contrary is true today. New PHA housing with market-rate features has in some cases become the most attractive property in a neighborhood, creating an

environment in which families can feel comfortable living nearby. The redefinition of what public housing can be is the result of a comprehensive program of real estate development and investment totaling \$1.2 billion in Philadelphia's neighborhoods.

Recently commissioned studies have documented the extent to which PHA's investments have served as a catalyst for economic development activities in the City and the region. For example:

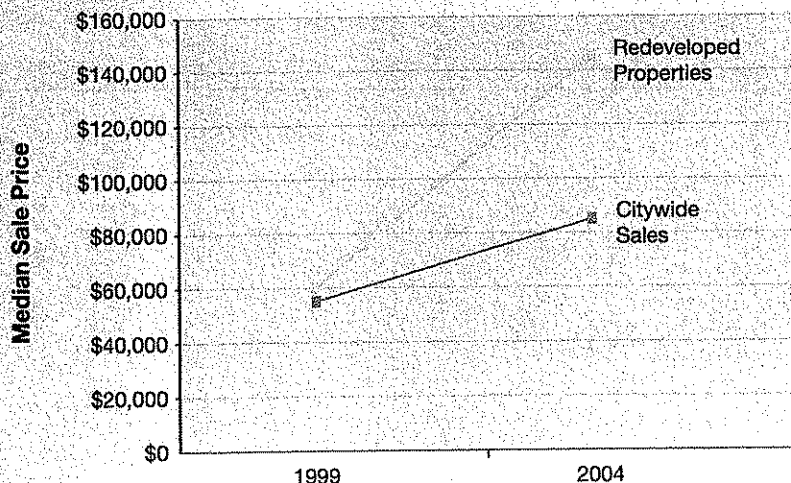
- PHA investments at six redevelopment sites – Falls Ridge, Richard Allen, Cambridge Plaza, Martin Luther King, Courtyard at Riverview and Greater Grays Ferry Estates – are helping to spur a dramatic recovery in their neighborhood real estate markets. At five of the six sites, the rate of increase in median home sales prices over the past five years substantially exceeds the citywide median. The sixth site studied is still under construction, yet is already producing property value increases, and we anticipate a similar rise in area property values over the longer term there

as well. While the citywide median home sales price grew by 55% during the period from 1999-2004, the neighborhoods surrounding the five PHA redeveloped sites experienced median sales price increases of from 71-194%. The evidence is powerful that PHA's investments are paying strong dividends, including \$4 million per year in increased property taxes for the City and School District.

- PHA's investments in just three of its communities – Greater Grays Ferry Estates, Lucien E. Blackwell Homes and Cambridge Plaza – are generating \$877 million in direct and indirect economic benefits, according to a study completed by an economic research consulting firm.

PHA's internal reports filed with HUD indicate that it achieved a 32% MBE/WBE participation rate on approximately \$220 million in contracts last year. These numbers are evidence that PHA's economic impact is providing additional opportunities for local minority-owned businesses.

Comparison of Aggregate Median Sale Prices:
PHA Redeveloped Sites vs. Citywide (1999-2004)



Citywide median sales price grew by 55% vs. 142% around PHA redeveloped sites.

Based on City of Philadelphia Board of Revision Taxes data as compiled by Applied Real Estate Analysis, Inc.

Referring to these studies, Carl Greene said, "The professional analysts have provided evidence that PHA's investments are having a profound impact on our city. By using our limited resources in a strategic manner, PHA is creating an enormous leveraging effect in the local economy. One of the most exciting impacts of our investment program is the fact that we are effectively putting money in the pockets and bank accounts of Philadelphia's low and moderate-income citizens. This is coming in the form of jobs, new homes and the accumulated appreciation in housing equity that accrues to Philadelphia's low and moderate-income homeowners. At the same time, we are helping to support and grow our local MBE/WBE businesses."

PHA investments extend beyond "bricks and mortar" including Public Housing and the Housing Choice Voucher Program. PHA has increased its total households served from 24,602 in the base MTW year to 30,140 in Year 4. In the last year alone, PHA dramatically enhanced its services to seniors through the opening of a new 72-unit senior building and LIFE (Living Independently For Elders)

Center at Greater Grays Ferry. PHA's investment in family economic self-sufficiency yielded results in the form of 142 families that "graduated" from the Housing Choice Voucher program because their incomes had risen.

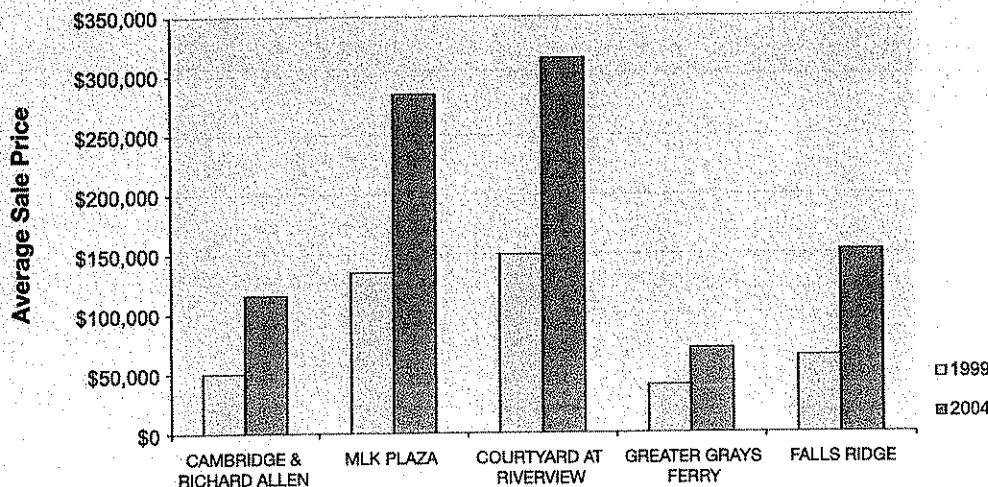
"I am especially proud of our progress in helping residents obtain needed job skills so that they can obtain and keep good-paying jobs," said Greene. "By helping people go to work, we are helping to prepare a new generation of homeowners who will have equity in their homes and commitment to the Philadelphia community. We have continued to operate a highly successful Pre-Apprenticeship Program that has resulted in training more than 200 residents who went on to become new members of the Building Trades. Our new Moving To Employment Initiatives in Medical Billing and Pharmacy Technician training are also generating very positive results, with over 100 graduates by mid-year 2005."

As a public agency administering large amounts of budget resources, PHA serves as an example of excellence in financial management. The fact that PHA has achieved clean financial audits for the past two years, reached all of its investor benchmarks associated with Low Income Housing Tax Credits, and that the agency continues to attract private sector investments provides strong evidence of PHA's fiscal stability and soundness.



Conswiller B. Pratt Senior Apartments and LIFE Center at Greater Grays Ferry Estates

Change in Average Residential Sale Price:
PHA Redeveloped Properties (1999-2004)



Based on Multiple Listing Service Data at the Impact Area Level

MTW Annual Report

THE REMAINING SECTIONS OF THE MTW Annual Report provide significant details on PHA's recently completed and ongoing activities. As noted, during the past several years, PHA's investments have focused on the following general areas:

- *Comprehensive Rehabilitation and Neighborhood Revitalization Activities:* PHA is administering the most aggressive and ambitious capital improvement program in the agency's history. The multiplier effect of these expenditures generates billions of dollars through the local and regional economy. In addition to major capital activities at PHA public housing sites, MTW funding flexibility has allowed PHA to leverage its funding in support of several significant neighborhood development initiatives. More than 1,000 new or rehabilitated units have been brought on line generating an equal number of affordable housing opportunities for Philadelphia's low-income households.
- *Support for Resident Economic Self-Sufficiency:* PHA continued to expand its efforts to promote resident economic self-sufficiency through a wide variety of new and ongoing programs including linkages with the statewide "welfare to work" system. Over the past year, PHA expanded its existing training programs and partnerships, expanded its affordable homeownership and Housing Choice Voucher (HCV) homeownership programs, and laid the groundwork to create a second "One Stop" Family

Self-Sufficiency Center. New initiatives including a rent simplification program are being implemented to support residents in building equity and saving for homeownership, education and other productive purposes. Ongoing initiatives including the seven-year time limit on Housing Choice Voucher program participation continued in support of PHA's overall self-sufficiency objectives.

- *Process Simplification:* Through MTW, PHA continued its efforts to streamline program administration. Implementation of a simplified rent system and two-year recertifications were two prime examples of this type of activity commenced during the past year.
- *Continuous Management and Administrative Improvement Efforts:* PHA continued its ongoing management improvement efforts designed to increase administrative efficiency and improve service to our residents. As evidence of the strength of PHA's financial and administrative operations, PHA received unqualified opinions or clean audits on all PHA's 2003 and 2004 audited financial statements. Further, in the past year, PHA implemented new financial, human resource and operational automation systems and undertook initial development of Customer Relationship Management (CRM) applications. PHA has recently received a "strong" rating based on a thorough review of PHA operations conducted by Standard and Poor's rating service.

Strategic Operating Plan

ALL MTW ACTIVITIES HAVE BEEN INCORPORATED into PHA's comprehensive, agency-wide Strategic Operating Plan, which provides a detailed "blueprint" for agency goals, objectives and tasks in every major area of agency operations. The Strategic Operating Plan is regularly updated to report progress and reflect new agency initiatives including those undertaken as part of the MTW Demonstration Program.

To ensure continuous progress in each goal area, PHA convenes regular inter-departmental goal meetings for each of the nine goals. The goal meetings are working

sessions that provide an opportunity for staff to work on key objectives, address operational challenges, and identify solutions to strategic plan tasks. In addition to goal meetings, PHA established a Leadership Council which meets weekly to review strategic plan progress and to identify and resolve obstacles to achieving all identified goals. The Accomplishments Report for 2004-2005 highlights and summarizes the accomplishments achieved by PHA under each of the nine Strategic Operating Plan goals during the fiscal year from April 1, 2004 through March 31, 2005.

Goal 1 Achieve Excellence in Property Management.



PHA's CORE BUSINESS FOCUSES ON PROVIDING HIGH QUALITY MANAGEMENT AND maintenance services to its residents. PHA owns and manages a total of 15,587 units in thirty (30) conventional public housing developments, ten (10) scattered site management areas, eight (8) alternatively managed developments and eight (8) newly renovated or constructed Low Income Housing Tax Credit sites. Achieving continuous improvements and excellence in the provision of property management services remained a primary focus of PHA operations during this past year. As noted in the prior Accomplishments Reports, PHA's professional management was endorsed by the Standard & Poor's rating service, which gave PHA a "strong" rating, the highest rating awarded to any Public Housing Authority in the country.

To support excellence in property management, PHA Asset Managers updated Site-Based Management Plans for all PHA sites during the past year. PHA's Year 4 accomplishments under Goal 1 also included:

- **Development of New Desk Manual:** PHA staff developed updated Desk Manuals and procedures for all operational functions. Once implemented, the new Manuals will provide guidance to site staff on PHA policies and procedures.
- **Reoccupancy of Revitalized Sites:** PHA completed the efficient reoccupancy of approximately 850 new units brought on line as a result of PHA's extensive revitalization efforts. This includes housing units at Cambridge Plaza, Greater Grays Ferry, Lucien E. Blackwell, Mt. Olivet, Whitehall, Scattered Sites and Angela Court.
- **Final Stage Planning of Two-Year Recertifications:** PHA began the transition from the current annual recertification system to a two-year recertification cycle.
- **Final Stage Planning of Simplified Rent System:** PHA began the transition to a new rent calculation system for public housing residents that modifies the current deduction

Summary

- Achieved 95.66% rent collection rate. 1
- Completed 100% of emergency work orders 2 within a 24-hour time period.
- Completed routine work orders with an 3 average nine-day turnaround time.
- Conducted HQS/UPCS inspections on 100% 4 of housing units.
- Completed rehabilitation of 760 conventional 5 housing units.
- Completed lease up of 100% of new units 6 at Mt. Olivet.
- Completed leasing of first 245 new units at 7 Greater Grays Ferry (formerly Tasker Homes).
- Leased 100% of rental units at Lucien E. 8 Blackwell Homes.
- PHA's Legal Department enjoyed 100% success 9 in landlord-tenant matters - over 600 cases - in the final five months of the fiscal year.

system, decreasing the percentage of income paid towards rent based on family size and providing incentives for resident savings and asset building.

- Increased ceiling rents.
- **Implementation of Minimum Rents:** PHA implemented a \$50 minimum rent for both public housing and leased housing participants following a 90-day hardship grace period.

During MTW Year 4, PHA continued to operate a number of ongoing property management initiatives related to its public housing conventional and scattered site portfolio that have been operational throughout the demonstration period. These ongoing initiatives included:

- Continuous improvements to core management and maintenance systems in order to increase rent collections, improve property maintenance, reduce vacancy turnaround time and the like.

1. Achieved 95.66% rent collection rate.
2. Completed 100% of emergency work orders within a 24-hour time period.
3. Completed routine work orders with an average nine-day turnaround time.
4. Conducted HQS/UPCS inspections on 100% of housing units.
5. Completed rehabilitation of 760 conventional housing units.
6. Completed lease up of 100% of new units at Mt. Olivet.
7. Completed leasing of first 245 new units at Greater Grays Ferry (formerly Tasker Homes).
8. Leased 100% of rental units at Lucien E. Blackwell Homes.
9. PHA's Legal Department enjoyed 100% success in landlord-tenant matters – over 600 cases – in the final five months of the fiscal year.

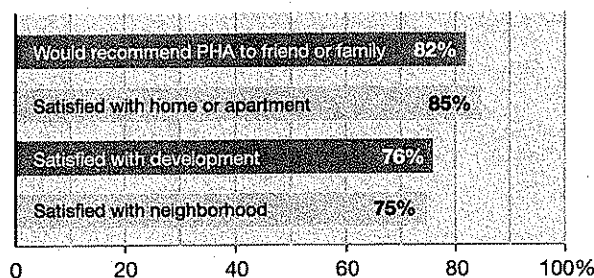
- Implementation of the staff and volunteer-driven Sparkle Plus program to improve the curb appeal of PHA developments by upgrading exterior conditions.
- Performance enhancements to the maintenance delivery system to enhance rapid completion of maintenance work orders at all sites and reduction in long-term backlogs at the scattered site properties.
- Enhanced vacancy rehabilitation efforts that, combined with the Home Selection Day process, allow PHA to more efficiently reoccupy vacant housing.
- Enhanced lease enforcement to improve the quality and safety of PHA communities and Philadelphia's neighborhoods.
- Training and asset management initiatives to ensure program compliance at alternatively managed

entities including Low Income Housing Tax Credit training.

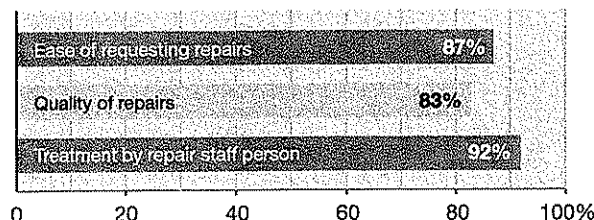
- Completed leasing at several developments, including Mt. Olivet, Greater Grays Ferry Estates, and Lucien E. Blackwell Homes.
- The PHA Legal Department experienced tremendous success in litigating landlord-tenant matters. As of July 15, 2004, the Legal Department brought all new landlord tenant matters – generally in excess of 150 cases per month – in house. For the first time in several years, all landlord-tenant cases are now being handled exclusively by in-house counsel. This has increased the flow of information from the attorneys to the site managers and resulted in improvements to the tracking and handling of cases. The results have been overwhelming. In the last five months of the fiscal year, the Legal Department attorneys assigned to landlord-tenant cases did not have a single adverse judgment entered against PHA out of over 600 cases.

Customer Service and Satisfaction Survey

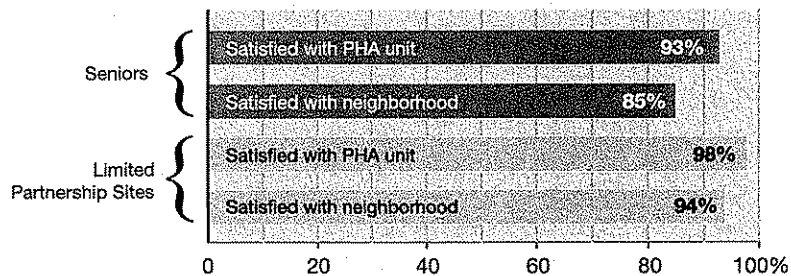
Overall Satisfaction



Maintenance and Repairs



Senior and Limited Partnership Sites



Residents who live at PHA sites again gave positive responses in the annual resident satisfaction survey. 85 percent report they are satisfied or very satisfied with their PHA home or apartment. The percentages are even higher – well into the 90's – at PHA's senior sites and Limited Partnership developments. When it comes to repairs, residents seem quite satisfied in that category as well.

Goal 2

Achieve Excellence in the Management Of the Housing Choice Voucher Program and Enforce Program Compliance.



An HCV Neighborhood

OVER THE PAST YEAR, PHA'S HOUSING CHOICE VOUCHER (HCV) PROGRAM provided affordable housing throughout the City of Philadelphia to approximately 16,900 households. PHA continued to operate five community site offices, which provided neighborhood residents with convenient access to conduct business and contact with their assigned Service Representatives. Other highlights include:

- Through self-sufficiency services and counseling, 142 HCV clients exceeded the program income limits and "graduated" from the program to non-subsidized housing. Further, the number of clients reporting zero income fell to 330, a reduction of 150 over the prior year figure.
- PHA continued to provide timely payments to owners through Direct Deposit. Staff also inspected 100% of all units for HQS compliance.
- To support quality programming, detailed site-based management plans were developed for each of the five Community-Based Management Offices. The work plans

provide detailed guidance on office protocols, procedures, and production goals. PHA also updated and provided training on the Administrative Plan and HCV Desk Manual.

- PHA continued to implement a number of fundamental changes to the HCV program. These initiatives were made possible by the regulatory flexibility allowed PHA under its Moving To Work Demonstration Program. For example, PHA established a seven-year time limit for HCV program that applies to all households except for seniors, persons with disabilities who are unable to work, and households where the head of household is the sole caregiver for

a disabled dependent. PHA has also implemented a two-year recertification program to reduce administrative burdens and promote economic self-sufficiency.

- PHA commenced implementation of additional rent simplification components including establishment of new, simplified rent calculations and a minimum rent payment.
- HCV participants who are subject to the seven-year time limit now work with PHA to develop a Family Economic Development Action Plan. To date, over 9,900 households have signed MTW Agreements, of which over 6,500 have

Summary

Provided rent subsidies to approximately 16,900 low-income households. 1

Assisted 142 families to increase their incomes resulting in voluntary termination from the HCV program. 2

Inspected 100% of all units for Housing Quality Standard compliance. 3

Implemented enhanced quality control procedures to reduce errors and improve program integrity. 4

Achieved a total of 381 homeownership sales, including 64 in the past year. 5

Conducted landlord training and orientation programs to improve service and program compliance resulting in 18 classes and more than 418 trained property owners. 6

Continued to support the Tenant/Landlord Advisory Board as a forum for ongoing community input to PHA HCV program policies and procedures. 7

Conducted housing fairs attended by over 800 voucher holders and 250 property owners, resulting in approximately 200 housing placements. 8

Responded to more than 2,000 inquiries from the community through the community liaison program. 9

- 1 Provided rent subsidies to approximately 16,900 low-income households.
- 2 Assisted 142 families to increase their incomes resulting in voluntary termination from the HCV program.
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- 4 Implemented enhanced quality control procedures to reduce errors and improve program integrity.
- 5 Achieved a total of 381 homeownership sales, including 64 in the past year.
- 6 Conducted landlord training and orientation programs to improve service and program compliance resulting in 18 classes and more than 418 trained property owners.
- 7 Continued to support the Tenant/Landlord Advisory Board as a forum for ongoing community input to PHA HCV program policies and procedures.
- 8 Conducted housing fairs attended by over 800 voucher holders and 250 property owners, resulting in approximately 200 housing placements.
- 9 Responded to more than 2,000 inquiries from the community through the community liaison program.

developed Family Economic Development Action Plans. These plans help establish self-sufficiency goals for the entire family to assist them in improving their overall economic status. PHA staff is collaborating with a wide range of local partners to provide employment, training and other supportive services to HCV program participants.

- PHA expanded its range of homeownership programs, with total sales equaling 381 housing units. Housing Choice Voucher

Homeownership sales accounted for 26 home closings in Year Four. An additional 38 homeowners were generated through PHA's Turnkey III and 5(h) programs. All of the homeownership families are participants in PHA's MTW economic self-sufficiency programs. Participating families receive assistance in developing self-sufficiency plans, obtaining needed employment, training and other support services, and working towards family-determined goals.

- PHA has awarded 953 vouchers, including 523 in Year Four, through the Local Unit Based program. As part of the award process, PHA requires that any projects targeted for vouchers meet HUD standards and other MTW requirements. PHA believes that the new Unit-Based program will serve as a catalyst for small and mid-scale neighborhood revitalization efforts. 365 units have been leased under this program, including 114 in Year Four.
- Through a special purpose grant from HUD, PHA has assisted 292 formerly homeless families since the program's inception in August 2003 through the Supportive Housing program. Families were provided with life skills training and case management services for a six-month period.
- Implementation of the new Quality Initiative for the HCV program continued. Several major training sessions were conducted to ensure staff members are fully compliant with existing regulations and procedures. In addition, quality control staff continued to work with site office staff to carefully review and ensure the integrity of program files.

- HCV landlords continued to participate in a mandatory orientation program offered by the Institute of Real Estate Management. IREM conducted 18 classes during the period, resulting in over 418 trained property owners. This initiative is designed to help landlords fully understand their roles and responsibilities. In the process, PHA believes that the result will be better service to HCV participants and more responsiveness to resident concerns.
- Efforts to improve the quality and expand the geographic distribution of housing units available to HCV participants expanded during the past year. These efforts included conducting monthly Housing Fairs and contracting with a non-profit firm to provide mobility counseling to program participants and relocated public housing residents. More than 800 HCV participants and 250 property owners participated in the Housing Fairs.
- To improve program operations and responsiveness to community concerns, PHA continued to support the Tenant/Landlord Advisory Board, which provides input to the agency on HCV policies and procedures. PHA's Community Liaisons assisted in over 2,000 community inquiries and provided ongoing informational services.



Landlord Training

Goal 3

Develop Affordable Quality Housing That Supports Balanced Communities.



Greater Grays Ferry Estates

THIS STRATEGIC OPERATING GOAL ENCOMPASSES BOTH THE REDEVELOPMENT OF PHA communities as well as the implementation of new development initiatives that complement Philadelphia's neighborhood revitalization efforts. MTW funding flexibility has allowed PHA to leverage capital dollars in support of public housing and neighborhood revitalization. Major accomplishments related to this goal include:

- During Year 4, PHA substantially completed construction of 165 homeownership units at Lucien E. Blackwell Homes Phase I and Greater Grays Ferry Estates Phase II.
- Also during Year 4, PHA completed 850 rental units at Cambridge Plaza, Greater Grays Ferry Estates, Lucien E. Blackwell, Mt. Olivet, Whitehall, Scattered Sites and Angela Court.
- At Richard Allen Homes, PHA completed construction on the new John Street Community Center. Construction also commenced on an expanded Community Center at Wilson Park.
- PHA expanded its role as developer by adding three new transactions (Greater Grays Ferry Estates II, MLK II and IV, and Germantown House). PHA is now developer on 15 projects. The new deals leveraged a total of \$14.5 million in low-income housing and historic tax credits for a total private equity raised from investors in the amount of \$134 million.
- Overall, PHA raised a total of \$49.4 million in new leveraged funding in the past year.
- PHA secured a HOPE VI demolition grant in the amount of \$2.76 million as part of the Abbottsford revitalization plan.
- Major modernization work was completed at Wilson Park, Harrison Plaza, and Whitehall Apartments.
- Ongoing implementation of capital planning activities totaling approximately \$1.2 billion (since 2000). By Year 4 PHA had reoccupied over 1,000 units of rehabilitated

or new construction housing including units at Cambridge Plaza, Richard Allen, Martin Luther King Plaza, Falls Ridge, Greater Grays Ferry, Lucien E. Blackwell and Wilson Park.

- Ongoing expansion of the affordable housing supply through the acquisition of existing properties. During MTW Years 1-4, PHA acquired and completed rehabilitation of Suffolk Manor, Mt. Olivet, and various scattered site properties. These actions yielded approximately 350 affordable housing units.

Summary

Continued effective management and oversight of approximately \$715 million in ongoing redevelopment activity.

Secured \$49.4 million in private equity to support PHA redevelopment efforts, bringing six-year total to \$156 million.

Completed Cambridge Plaza Phase II consisting of 40 rental units and completed Phase III financial closing.

Completed construction of new John F. Street Community Center.

Completed 72-unit senior apartment building, LIFE Center and maintenance and training facility at Greater Grays Ferry Estates.

Completed construction of Phase 1 Greater Grays Ferry Estates — 245 rental units.

Completed construction of 80 on-site rentals and substantially completed 40 on-site homeownership units at Lucien E. Blackwell (LEB) Homes. Completed construction of 67 elderly units at the Angela Court LEB Phase I.

Began construction of expanded community center at Wilson Park.

Completed comprehensive modernization of 65 Phase IV and 62 Phase V rental units at Whitehall.

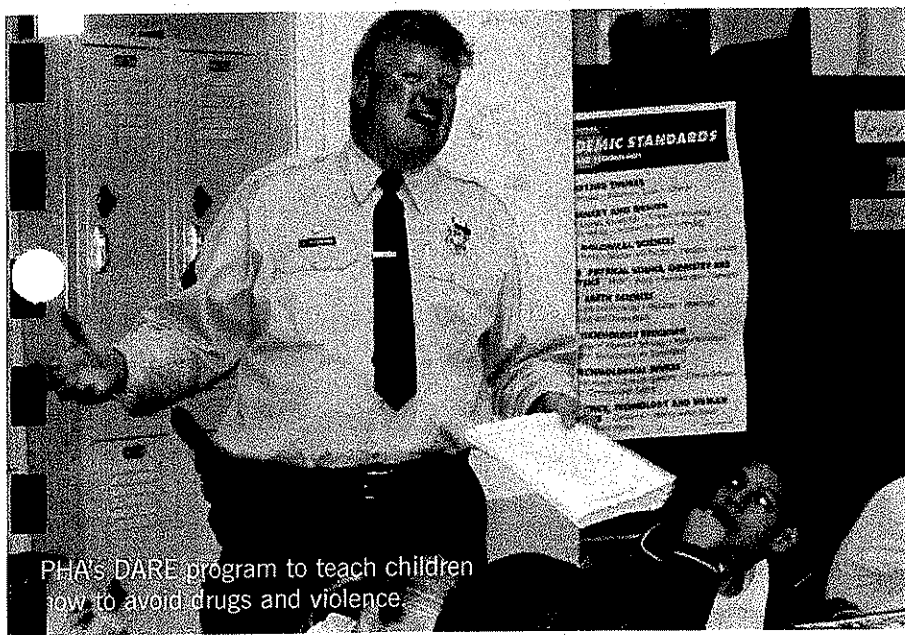
Completed rehabilitation and reoccupancy of all 161 units and Community Building at Mt. Olivet.



Clockwise from top left: Another "Pardon Our Dust" sign goes up near new construction efforts at Abbottsford Homes, a Scattered Sites Unit on Collegeview Avenue, Grand Opening celebrations at The John F. Street Community Center at Richard Allen Homes, Cambridge Plaza, Grand Opening celebrations at the Conswiller B. Pratt senior apartments at Greater Grays Ferry Estates, Lucien E. Blackwell Homes

Goal 4

Implement Public Safety Programs That Promote the Well-Being Of Our Neighborhoods and the Accountability of Program Participants.



PHA's DARE program to teach children how to avoid drugs and violence.

Summary

Achieved a 15% drop in serious crimes 1 including substantial reductions in homicides, rapes, burglary, thefts, auto thefts and arson.

Performed over 7,100 criminal record checks. 2

Continued partnerships with Philadelphia 3 Police Department, the Department of Homeland Security, Narcotics Task Force, DEA and HUD-OIG to ensure coordination of resources and effort.

Partnered with National Guard to clean out 4 and seal 135 vacant and open properties.

Conducted 247 investigations through Lease 5 Enforcement and Compliance Unit (LECU) resulting in 32 evictions.

Implemented DARE/GREAT and Explorers 6 youth program activities at elementary schools involving over 1,900 youth.

Maintained and expanded Police Advisory 7 Board in partnership with TSSI.

Responded to 326 domestic violence 8 complaints.

Provided improved responses to calls through 9 training of call-center personnel.

Completed required annual certifications for 10 100% of PHAPD officers.

THIS STRATEGIC OPERATING PLAN GOAL FOCUSES ON IMPLEMENTING EFFECTIVE public safety programs that incorporate active roles for residents and law enforcement agencies. In addition to enhancing security at public housing developments, PHA has emphasized the importance of lease enforcement and resident responsibility in promoting public safety. Over the past year, PHAPD reported a 15% decrease in incidences of serious crime—evidence that the public safety strategy employed by PHA is yielding results. Ongoing initiatives in this area that took place during MTW Year 4 include:

- PHAPD established site-based policing teams at many PHA conventional sites on a sixteen-hour per day basis.
- PHAPD administered criminal record checks on all applicants and household members. In the past year, over 7,100 criminal records checks were performed.
- PHAPD implemented internal COMSTAT crime statistics meetings similar to those

used by the City of Philadelphia Police Department to facilitate continuous review and response to public safety issues.

- PHAPD improved coordination between PHA Police Department, resident groups and other law enforcement agencies including the Philadelphia Police Department.
- PHAPD continued to implement Quality of Life programs with clearly defined

guidelines and sanctions that incorporate PHA lease violations and local ordinances.

- PHAPD continued to implement enhanced lease enforcement activities at PHA family and senior developments.
- PHAPD continued to implement expedited complaint and investigation processing procedures for public housing residents and Housing Choice Voucher recipients. In the past year, 247 complaints were received, resulting in 32 evictions and 42 pending cases in the public housing program. In the HCV program, investigations resulted in 50 terminations.
- PHAPD continued implementation of the D.A.R.E. and G.R.E.A.T. programs to incorporate health and public safety

- 1 Achieved a 15% drop in serious crimes including substantial reductions in homicides, rapes, burglary, thefts, auto thefts and arson.
- 2 Performed over 7,100 criminal record checks.
- 3 Continued partnerships with Philadelphia Police Department, the Department of Homeland Security, Narcotics Task Force, DEA and HUD-OIG to ensure coordination of resources and effort.
- 4 Partnered with National Guard to clean out and seal 135 vacant and open properties.
- 5 Conducted 247 investigations through Lease Enforcement and Compliance Unit (LECU) resulting in 32 evictions.
- 6 Implemented DARE/GREAT and Explorers youth program activities at elementary schools involving over 1,900 youth.
- 7 Maintained and expanded Police Advisory Board in partnership with TSSI.
- 8 Responded to 326 domestic violence complaints.
- 9 Provided improved responses to calls through training of call center personnel.
- 10 Completed required annual certifications for 100% of PHAPD officers.

concerns into youth programs. Last year, 1900 youth were served through DARE and an additional 1200 through GREAT.

- PHA maintained support for resident-police partnerships through the Police Advisory Board and development of Town Watch programs.
- PHA continued to expedite processing of complaints and hearings. PHA has implemented administrative changes to expedite the processing and tracking of complaints and hearings related to the Housing Choice Voucher Program. By facilitating the rapid and fair resolution of problem situations, PHA helps to protect the rights of

program participants while supporting strong and stable neighborhoods.

- PHA continued to provide enhanced Tenant Responsibility Training. As part of its local leased housing MTW program initiative, PHA requires all Housing Choice Voucher Program participants to participate in Tenant Responsibility Training at both the initial lease-up and at every recertification period. This effort will help improve residents' understanding of their roles and responsibilities as good neighbors and PHA program participants.
- PHA provided security enhancements to PHA properties. PHA continued to implement security related capital improvements at a wide range of PHA properties, and especially at family high rises.

Goal 5

Engage Other Institutions to Leverage Resources and Assist In Promoting Economic Enhancement and Support Services for PHA Residents.



THROUGH A WIDE RANGE OF CREATIVE PARTNERSHIPS, PHA'S MOVING TO Employment initiative sponsors and/or directly operates numerous economic self-sufficiency and social service programs for public housing residents and HCV participants. The goals of these programs focus on assisting residents to maximize their individual potential, build self-sufficiency skills and become involved in positive, uplifting activities. Residents of all groups are serviced through these initiatives including early childhood development, youth after school, adult employment and training, and senior service programs.

PHA also works aggressively to provide employment opportunities for residents. PHA's Human Resources Department has successfully worked to recruit, train and place residents in jobs in Housing Operations, Head Start, Senior Services, and other areas. Job postings are forwarded to resident leaders and posted on the PHA website.

PHA's Communication Department supported and enhanced these efforts through numerous events, media spots and publications designed to promote resident awareness

of community opportunities and to strengthen and reshape PHA's image in the larger community.

Housing Choice Voucher participants who are subject to the new seven-year time limit (excludes seniors, people with disabilities and others who are unable to work) must now work with PHA to develop a Family Economic Development Action Plan. To date, over 6,500 Action Plans have been signed. The Action Plan helps establish self-sufficiency goals for the entire family. In addition to the

Summary

Increased awareness of PHA programs and attributes through comprehensive communications strategy.

Assisted approximately 6,500 households to develop economic self-sufficiency action plans.

Expanded operations at the "One-Stop" Family Self Sufficiency Center at Blumberg Apartments serving over 6,500 public housing, HCV and neighborhood residents to date.

Assisted 64 new PHA families in becoming homeowners through the HCV, Turnkey III and 5(h) Homeownership program.

Provided homeownership counseling services to over 500 households.

Graduated 78 residents from the Pre-Apprenticeship Training Program.

Graduated 52 residents from Philadelphia Health Institute Certified Nursing Assistant training programs.

Graduated a total of 34 residents from the Medical Billing and Pharmacy Technician programs.

Provided services to over 3,000 seniors at PHA Senior Centers.

Placed 49 residents in Section 3 jobs.

Action Plan, families are required to sign an MTW agreement which describes participant responsibilities. To date, over 9,900 households have signed MTW agreements since April 2003.

PHA continued to operate and enhance its "One Stop" Family Self-Sufficiency North Center at Blumberg Apartments. The FSS Center houses ten PHA partners and includes a computer lab, training rooms, commercial kitchen space, private offices and other facilities. Residents from any PHA site or program can use the center for career counseling, computer training, GED preparation, childcare referrals and other needed services. An extensive new program of

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computer training began last year, serving a total of 275 residents.

Residents actively participated in various social service, literacy and economic self-sufficiency programs operated at Blumberg. Since opening the first One-Stop Self-Sufficiency Center at Blumberg, PHA MTW Family Service staff and partners have served 6,668 residents. In the past year alone, 142 households have increased their incomes so that they no longer need HCV subsidies. Further, the number of households reporting zero income decreased by 150 to 330 households.

Homeownership development activities continued at a rapid pace. The

counseling partner agencies.

PHA continued to operate the Pre-Apprenticeship Training Program initiative in partnership with building trade unions. This past year, 78 residents graduated from the program. Some graduates are employed in career opportunities with the Philadelphia Housing Authority. The program has four curriculums, General Education Diploma, Adult Basic Education, Life Skills and Shop. The Instructors

Homeownership Division's total sales to date are currently 381 homes sold, of which 64 occurred in the past year. Section 8 Homeowners accounted for 26 of these homes. Under the Turnkey III Program, a total of 19 homes were sold during the fiscal year. Under the Section (5H) Scattered Sites Program a total of 19 homes were sold during the fiscal year.

In preparation for upcoming homeownership opportunities at Lucien E. Blackwell and Greater Grays Ferry Estates, many other PHA residents were prepared for future homeownership. Intensive marketing efforts were spearheaded with the assistance of PHA's Communications Department. The Homeownership Division provided homebuyers club workshops to over 500 clients last year. PHA has established partnerships with major banks Fleet Mortgage, Citizens Bank, Wells Fargo and Wachovia Bank, and various mortgage lending companies. The services include free credit report, budgeting/money management, and credit repair. PHA also works with a network of 26 local housing



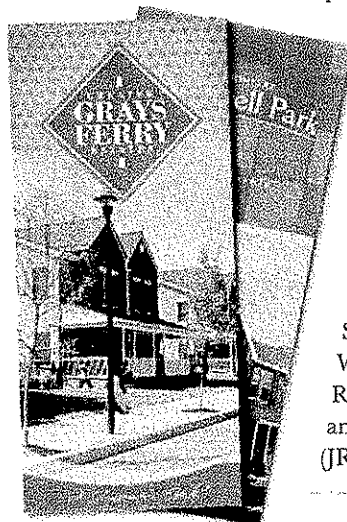
PHA Commissioner Nellie W. Reynolds checks out the equipment at the Johnson Homes Computer lab

from Community College of Philadelphia coordinate the General Education Diploma program. The programs offer two advanced and one intermediate class. During the twelve (12) cycles PHA has sponsored and placed over 208 graduates into the Building trades: 115 carpenters, 18 painters, 16 electricians, 7 drywall finishers, 6 cement finishers, 13 plasterers, 4 plumbers, 3 sheet metal workers, 3 glazers and 23 union laborers.

Last year, PHA sponsored Certified Nursing Assistance Program graduated 52 residents from Professional Healthcare Institute (PHI). To date, 854 residents have graduated, of which over 90% obtained employment. PHA's new

Pharmacy Technician program graduated 21 residents. An additional 51 will graduate in June. Also, PHA's Medical Billing program graduated 13 residents.

PHA continued to implement through two sub-contractors the PA State Department of Public Welfare funded Job Retention, Advancement and Rapid Re-employment (JARRE) program. PHA's



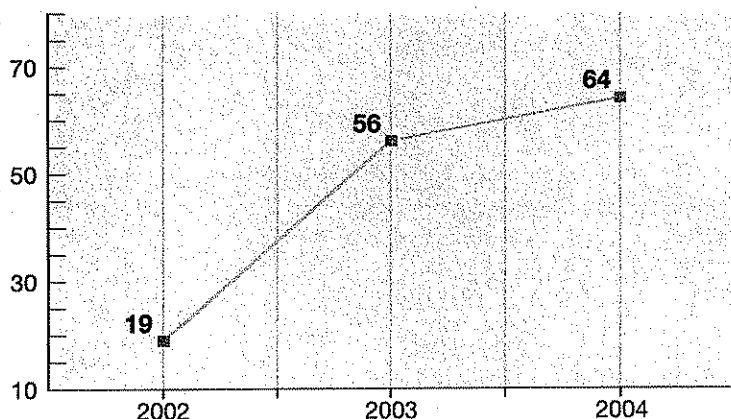
program mission approved by the State is dedicated to providing 50 public and assisted housing residents with maximum opportunity to become economically and personally self-sufficient. Because it is recognized that moving from dependence to employment can be difficult and that sometimes the barriers to success can be discouraging, we provide services, assistance, and incentives they need to achieve their employment and personal goals. Since inception of the program, 91 participants were enrolled and served.

PHA continued to support on-site computer technology labs available to residents as well as continued its mobile computer lab program. PHA now operates labs at Community Centers at Johnson Homes, Harrison Plaza, Norris Homes, Whitehall, Katie B. Jackson, Spring Garden, West Park,

Fairhill, and Blumberg, and planning has begun at Holmecrest and Bartram. PHA also established computer laboratories at Germantown Settlement House, Crusaders for Christ, Cunningham Community Center, and the Lighthouse to serve teenagers participating in the Skills for Life Program.

Through the non-profit Tenant Support Services, Inc (TSSI), PHA expanded efforts to involve public housing and other community residents in improving PHA communities. TSSI is an integral partner in all of PHA's service planning and implementation initiatives.

Homeownership Sales



PHA has increased its home sales each year under MTW

Increased awareness of PHA programs and attributes through comprehensive communications strategy. 1

Assisted approximately 6,500 households to develop economic self-sufficiency action plans. 2

Expanded operations at the "One-Stop" Family Self Sufficiency Center at Blumberg Apartments serving over 6,500 public housing, HCV and neighborhood residents to date. 3

Assisted 64 new PHA families in becoming homeowners through the HCV, Turnkey III and 5(h) Homeownership program. 4

Provided homeownership counseling services to over 500 households. 5

Graduated 78 residents from the Pre-Apprenticeship Training Program. 6

Graduated 52 residents from Philadelphia Health Institute Certified Nursing Assistant training programs. 7

Graduated a total of 34 residents from the Medical Billing and Pharmacy Technician programs. 8

Provided services to over 3,000 seniors at PHA Senior Centers. 9

Placed 49 residents in Section 3 jobs. 10

Summary

- 1 Successfully administered \$375 million in construction contracts with no outstanding audit findings.
- 2 Implemented staff training initiatives for a wide range of positions including Housing Management, HCV and Inspection staff.
- 3 Substantially reduced turnaround time for accounts payable processing resulting in improved vendor satisfaction.
- 4 Achieved cost savings in property insurance rate as a result of aggressive risk reduction and risk management program.
- 5 Implemented new PeopleSoft supply chain, Treasury, Accounts Receivable and Budget modules.
- 6 Established new two-year recertification program using MTW regulatory flexibility.
- 7 Implemented simplified rent calculation system using MTW flexibility.
- 8 Motor vehicle claims were reduced by 14%.

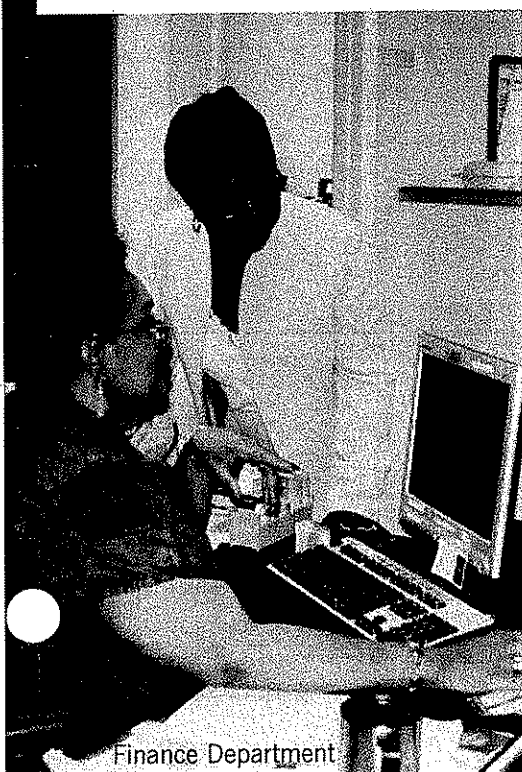
Goal 6 Improve the Productivity and Cost-Effectiveness of PHA's Operations.

PHA CONTINUED TO UNDERTAKE efforts to improve productivity, fully utilize available resources, and identify opportunities for cost savings. During the past year, PHA undertook new initiatives to improve rent collections, standardize operational procedures and minimize operating costs. As previously reported, the effectiveness of PHA's efforts was underscored by the A+ credit rating awarded the agency's bonds by Standard and Poor's. Productivity and cost effectiveness initiatives took many forms during the past year:

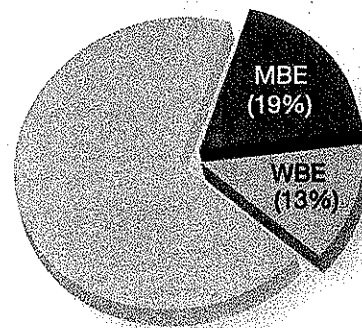
- PHA successfully administered more than \$375 million in construction contracts with no outstanding audit findings.
- PHA was awarded a solar energy grant in the amount of \$236,000 from PECO for Lucien E. Blackwell and Greater Grays Ferry.
- PHA expanded its new Quality Initiative including assigning quality control staff to each Community-Based Management Office. In addition to reviewing all files to ensure integrity, quality control staff members provide training and other assistance to operational staff in the HCV area.
- PHA continued to implement its new CRM Help Desk and NIKU project management systems to improve staff efficiency and ability to monitor key tasks.
- PHA implemented new Treasury, Accounts

Receivable, Supply Chain and Budget modules. These important initiatives will help reinforce PHA's internal controls and accountability.

- PHA achieved a 32% participation rate for MBE/WBEs. This achievement was aided by Business Conferences held by PHA to encourage local and minority businesses to participate in PHA bidding opportunities. The conferences provided information related to Section 3 and Affirmative Action requirements and PHA bid procedures.
- PHA's Contracts and Procurement staff established uniform contract file formats to facilitate audit and inspection.
- PHA submitted – and HUD approved – a revised procurement policy waiver request using PHA's Moving To Work program regulatory flexibility. This new system will simplify the procurement process, while ensuring an appropriate level of internal control and external competition.
- Contracts and Procurement staff implemented a process to reach out to new companies doing business with PHA by conducting post-award meetings on



MBE/WBE Contracts



\$71,096,650
(32%)

Total Contracts Reviewed: \$220,503,171

contract administration and billing processes. This allowed for a better working relationship, a clear understanding by all parties, and a reduction in the number of vendor complaints and less disputed invoices.

- PHA redesigned the structure of Contracts Administration so that specialists became expert in specific commodities. This enhanced the business relationships between staff and vendors. The restructure allowed for the specialists to be experts in the assigned commodities, which resulted in better contract management. This also improved the workflow and provided vendors with a single point of contact on contract issues.

- Utilization of the new PeopleSoft inventory system has resulted in an increase in inventory accuracy to 96%. Also, Cycle

counts were performed at all PHA stock locations during the year, thus eliminating the need for a complete year-end physical count.

- As part of the Moving To Work Demonstration Program, PHA began implementation of a new initiative to reduce the frequency of income recertifications to every two years (from the current annual system). In addition, PHA commenced implementation of a recently approved rent simplification system.

- Motor vehicle claims were reduced by 14%, and the average property damage payout amount was reduced by approximately 11%.

Successfully administered \$375 million in 1 construction contracts with no outstanding audit findings.

Implemented staff training initiatives for a 2 wide range of positions including Housing Management, HCV and Inspection staff.

Substantially reduced turnaround time for 3 accounts payable processing resulting in improved vendor satisfaction.

Achieved cost savings in property insurance 4 rate as a result of aggressive risk reduction and risk management program.

Implemented new PeopleSoft supply chain; 5 Treasury, Accounts Receivable and Budget modules.

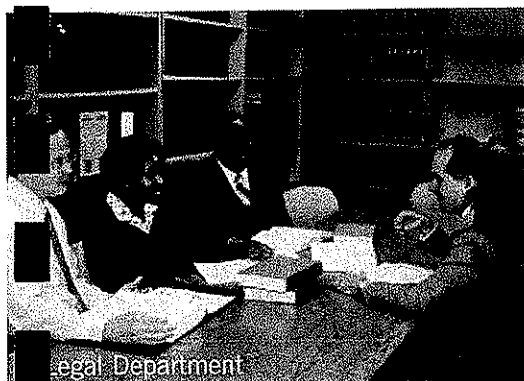
Established new two-year recertification 6 program using MTW regulatory flexibility.

Implemented simplified rent calculation 7 system using MTW flexibility.

Motor vehicle claims were reduced by 14%. 8

Summary

- 1 Received unqualified opinions on PHA 2004 audited financial statements.
- 2 Received unqualified opinions on all business units 2003 audited financial statements.
- 3 Received clean audit findings from OIG review of PHA legal contracts.
- 4 Created procedures for PAPMC.
- 5 Reduced turnaround time for depositing and posting rent collections.
- 6 Conducted a review and inventory of all contract files.
- 7 Implemented ongoing quality control procedures throughout the HCV operations.
- 8 Awarded 32% of contract dollars to minority and female owned businesses.
- 9 Received clean audits for Defined Contribution and Defined Benefit Plans
- 10 Prevented future losses in lead paint claims as result of victory in *Hurt v. PHA*.



Legal Department

PHA'S INITIATIVES AND ACCOMPLISHMENTS related to Goal 7 during the past year include:

- PHA received a clean audit on the PHA 2004 audited financial statements and on all of the business units' 2003 audited financial statements.
- PHA received clean audits on the Defined Benefit Pension Plan for fiscal years 2002 and 2003 and on the Defined Contribution Plan for fiscal year 2003.

Goal 7 Improve Program Compliance, Reporting, Performance and Accountability.

- PHA received a clean audit finding as a result of PHA's OIG office conducting an extensive audit of PHA's legal contracts. It was determined that Contracts Administration and the Legal Department are complying with the terms and conditions of the legal contracts.
- PHA created and implemented a business process for Philadelphia Asset Property Management Company (PAPMC) to utilize PHA contracts to assist with their business needs. This allowed PAPMC to procure services using the same rates, terms and conditions as PHA.
- PHA implemented the Contracting

Officer Technical Representative (COTR) sessions that provide hands-on training to user departments regarding Supply Chain Management procedures. These sessions assist the users with forecasting, planning and understanding the procurement process.

▪ A review and inventory of all contracts files was completed. This ensured receipt and accountability of the 282 contracts administered by Contracts Administration, which are available for review by departments, and auditors upon request. The project also involved creating and implementing a standardized file format structure, which provides order and consistency for all contracts.

- With respect to rent collection, Finance reduced the turn around time for the depositing and posting of rents from 4-5 days to 24-48 hours or 1-2 days. Cut-off dates were established, which resulted in site managers bringing their rents in earlier, which has a positive effect on interest earnings income.

- PHA acquired investors for Lucien E. Blackwell Phase II, LP and Germantown House, LP and assumed the roles of general partner and developer for Martin Luther King IV.
- Aside from tremendous success mentioned under Goal 1 in landlord-tenant cases, the PHA Legal Department enjoyed another successful year in defending lawsuits in both state and federal court. Among the rulings was *Hurt v. PHA*, a landmark decision that says lead paint injuries don't create claims under certain federal statutes.
- PHA's Office of Inspector General (OIG) intensified its efforts to take action against residents who intentionally under-report their income. The OIG completed ten (10) income cases in 2003 and all ten were successfully closed. In 2004 the OIG opened twenty-five (25) cases. Eighteen (18) were closed and eight (8) were carried over to 2005.
- Most cases were handled in-house but seven cases were referred to the District Attorney's Office for prosecution. All cases ended in guilty pleas, conviction or are still pending.

Other legal cases of note:

Chotiner v. PHA – whistleblower case dismissed for lack of merit.

Goodmond v. PHA – lets PHA set own policy for repair charges.

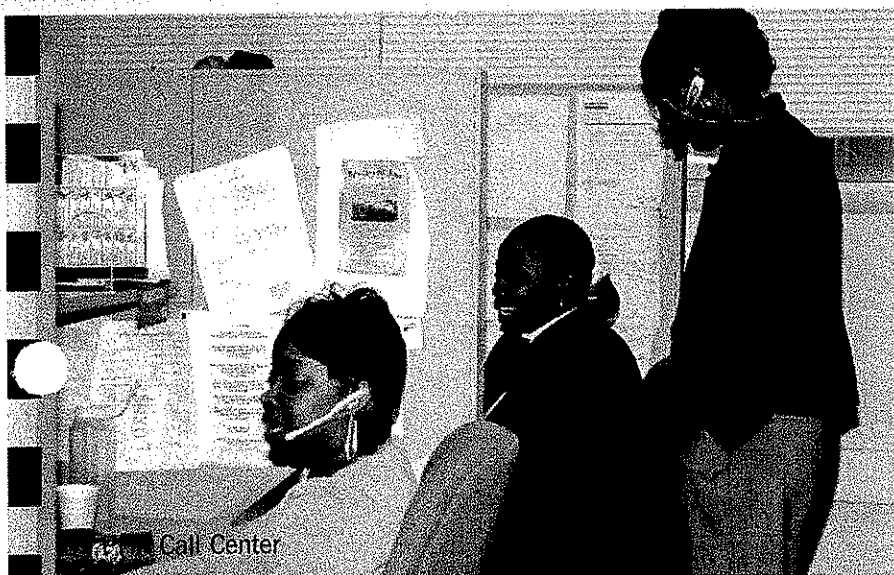
Plummer v. PHA – allows PHA to efficiently & fairly manage tenant transfers.

DeShields v. PHA – decided PHA isn't liable when voucher recipients are injured on private property.

Williams v. PHA – upholds immunity for PHA from injuries caused by the criminal acts of third parties.

Goal 8

Maximize the use of Technology to Improve the Efficiency and Accountability of PHA Operations.



PHA CONTINUED AND EXPANDED EFFORTS TO INCORPORATE BEST PRACTICES technology into all phases of PHA operations. Over the past six years, a solid Information Technology framework has been established incorporating industry-standard network equipment, upgrading or replacing mission critical software applications, building a qualified and responsive technology staff, and improving the capacity of all PHA computer users through extensive training. PHA's ISM Department continues to build upon the previously cited Standard & Poor's review of PHA operations that noted the agency's "...highly sophisticated technological capabilities" which exceed those of any other PHAs that S&P has evaluated. Key activities from the past year included:

- Upgraded PeopleSoft 7.5 Financial and Supply Chain Applications to version 8.8, including the redesign of the inventory module, projects module and the implementation of the accounts receivable, budgets and treasury modules. Over 700 users in the back and front office were trained on the new functionalities of this web-based application.
- Upgraded PeopleSoft CRM 8.8 application to version 8.9. This upgrade enhanced the user-friendliness of the application. It also

allowed for the multiple uses of case pages for the support module, which will cut down on customizations.

- Upgraded PeopleSoft Portal 8.4 to 8.8, incorporating all PeopleSoft modules into the portal for single sign-on; menus from all systems now reside on the portal. The upgraded version increased the document manage-

ment functionality, and also allows security for all PeopleSoft systems to be centrally located in the HRMS system. It also allowed for worklists being centrally located and available through the portal.

- The Creative Computer Systems (CCS) system was modified from the standard

Summary

Implementation of PeopleSoft Financials and 1
SCM to 8.8.

Implementation of PeopleSoft CRM upgrade 2
to 8.9.

Implementation of PeopleSoft Portal 8.8 3
upgrade.

Development of modifications to CCS system 4
to support rent simplification calculations.

Implementation of Computer Based Training 5
modules for HCV program.

Implementation of PeopleSoft Budget, 6
Treasury and Accounts Receivable modules.

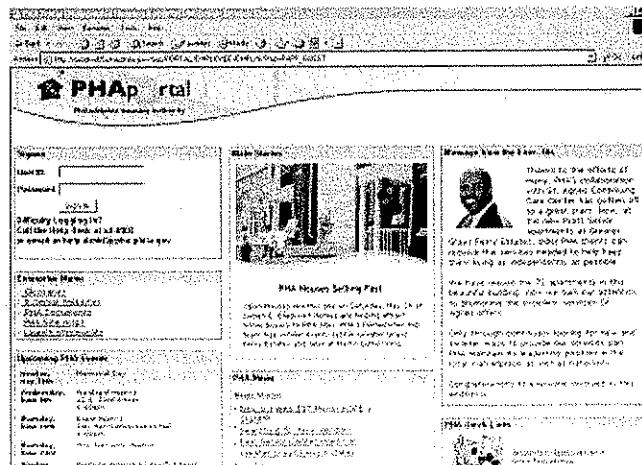
Development of specifications for CRM 7
Support, Correspondence, Field Service and
other modules.

Implementation of NIKU project 8
management software.

Implementation of extensive staff training to 9
support full utilization of new and
upgraded applications.

Implementation of various desktop and 10
network management upgrades.

PHA Portal



- 1 Implementation of PeopleSoft Financials and SCM to 8.8.
- 2 Implementation of PeopleSoft CRM upgrade to 8.9.
- 3 Implementation of PeopleSoft Portal 8.8 upgrade.
- 4 Development of modifications to CCS system to support rent simplification calculations.
- 5 Implementation of Computer Based Training modules for HCV program.
- 6 Implementation of PeopleSoft Budget, Treasury and Accounts Receivable modules.
- 7 Development of specifications for CRM Support, Correspondence, Field Service and other modules.
- 8 Implementation of NIKU project management software.
- 9 Implementation of extensive staff training to support full utilization of new and upgraded applications.
- 10 Implementation of various desktop and network management upgrades.

calculations of 30% and itemized deductions to reflect PHA's new Rent Simplification policy for the HCV housing program. The policy takes into account the family household size and a variable percentage is assigned to calculate the family's portion of the rent. A standard deduction is automatically given for working families.

- Upgraded PeopleSoft Budgets Module 8.8, which allows for department heads to prepare budgets in an on-line system. The system shows a history of line item budgets from previous years and expenditures. Budgets are prepared and submitted for approval through the General Ledgers Commitment Control System. This system cuts down on the Budget Department's man hours.
- Implementation of Computer-Based Training (CBT) for Housing Choice

Voucher's Leasing Department, which walks employees through with hands-on training of the Emphasis Software Consultant (ESC) housing system. The CBT system trains users on the eligibility, leasing and inspection processes.

- Developed PeopleSoft Customer Relationship Management (CRM) application's support, correspondence, field service, independent customer database tracking systems such as incident investigations, quality of life, risk management and environmental tracking systems.
- The CRM support module will enable PHA's call center staff to have access to a vast knowledge base of policies and procedures. Call center staff will have a centralized system of our customer information to assist in problem solving and housing activities and information. Call center staff will also have the ability to create tickets and route them to employee worklists located on PHA's portal application for resolution. The Field Service Module will replace PHA legacy systems aged work order system. The field service sys-

tem will be integrated with our PeopleSoft ERP applications such as HRMS / Payroll, Requisitions, Purchase Orders and Inventory Modules.

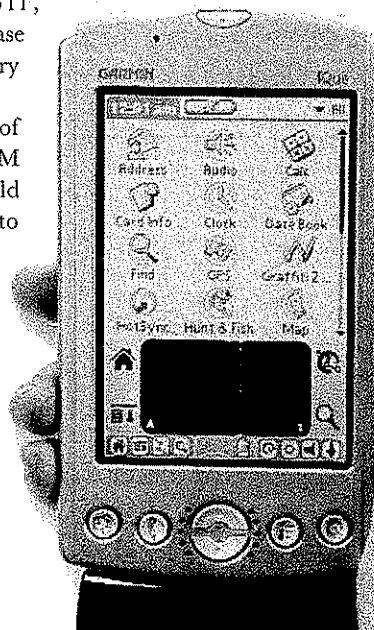
- Implementation of the PeopleSoft CRM application's Field Service Module to track quality issues of the HCV programs' recertification file audits. The system places client files with error status on service

representative's portal work list for correction. Once the file is corrected, the case is closed. The system allows for reports to pinpoint problems and errors in the recertification process.

- The Lotus Notes system was upgraded to version 6.5. This version has a better look and feel as well as improved organization and functions. The system's web version, i-notes, was also implemented for PHA's mobile workforce. Over 1000 users were scheduled to be trained on this system.
- NIKU (Clarity) project management software was implemented and PHA's strategic plan was loaded into the database. Monthly Status reports are automatically generated and a reminder is sent to the task owner to update the progress.
- Replaced or upgraded PHA's 1000 + desktops with a standard configuration and new security policies.
- Implementation of PeopleSoft HRMS commitment accounting module for departmental budgets. The system keeps track of PHA payroll expenditures against departmental budgets. It allows managers to track their budget authority and FTE's though reports and screen displays.
- The HCV Department inspection units' Palm 3c's were upgraded to Garmin 750's with GPS tracking capabilities. The desktop application was upgraded to Windows 2000.
- VPN access was set up to allow author-

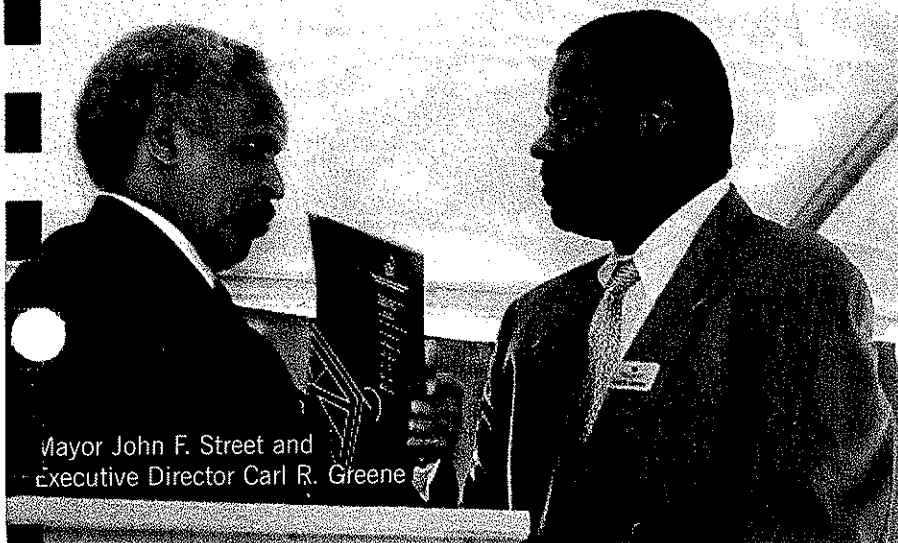
ized users access to their normal PHA applications from approved devices, using DSL or Cable communications.

- Spam Killer software was installed to relieve the authority of spam mail.
- The computer room was rewired and racks were installed suspended from the ceiling to better organize the hundreds of cables within the data center.



GPS Capable
Garmin 750

Goal 9 Maximize Relationships and Initiatives to Deliver Sound and Effective Services.



Mayor John F. Street and
Executive Director Carl R. Greene

PHA ENHANCED ITS COLLABORATION WITH LOCAL, STATE AND FEDERAL governmental partners to leverage PHA resources and collaborate on projects to improve the quality of life for PHA residents:

- PHA continued to receive strong support from private investors and the Pennsylvania Housing Finance Agency through its Low Income Housing Tax Credit (LIHTC) program. In the four years of MTW, these LIHTC awards have generated \$134 million in equity funds to support PHA projects.
- PHA continued its collaboration with the Commissioner of Revenue to review and ensure compliance of property owners with vendor tax and utility payments before an owner is accepted into the HCV program. To date, over 2,100 property owners have been screened through this system, resulting in 274 owners found to be in non-compliance. These owners subsequently came into compliance resulting in approximately \$399,000 in back taxes paid to the City.
- PHA coordinated a neighborhood participation process to develop an ambitious plan to revitalize parts of the Ludlow neighborhood. Upon funding, the plan will build new homeownership and rental units on both PHA and City-owned property. As the fiscal year ended, PHA was awaiting HUD action on a \$17 million HOPE VI application to assist in the revitalization effort.
- In late 2004, PHA closed on an important and unique financing resource, which will provide economical construction financing for several PHA developments. PHA and its nonprofit development affiliate, PHADC,

closed a revolving line of credit with Wachovia National Bank. Proceeds from the line of credit may be used to construct homeownership units for Lucien E. Blackwell Phases 7a, 7b, and 10, Martin

Summary

Obtained a total of \$156 million in tax credit 1 funding to support PHA development projects from private investors and the Pennsylvania Housing Finance Agency.

Partnered with Philadelphia Revenue 2 Department to check HCV landlord taxes, resulting in \$399,000 in delinquent payments to the City treasury in the past fiscal year.

Prepared and submitted \$17 million applica- 3 tion for revitalization of PHA and City owned properties in the Ludlow neighborhood (subsequently awarded).

Disposed and transferred 109 scattered-site 4 properties to support development of 376 homeownership and 288 rental units.

Formed a new Philadelphia Asset and 5 Property Management Corporation to operate and manage mixed finance sites.

Supported City homelessness prevention and 6 special needs-housing initiatives including the Blueprint to End Homelessness, Good Neighbors and other program initiatives.

Supported a wide range of Community 7 Partners that provide employment training to PHA residents in fields such as construction, nursing assistants, medical billing, pharmacy technician training.

Published "PHA Experience" newspaper and 8 several other publications to promote resident and community awareness of PHA and other resources.

Collaborated with City departments to prevent 9 and respond to childhood lead poisoning.

Collaborated with a wide range of local, state 10 and federal law enforcement agencies to improve community safety.

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- 3 Prepared and submitted \$17 million application for revitalization of PHA and City owned properties in the Ludlow neighborhood (subsequently awarded).
- 4 Disposed and transferred 109 scattered site properties to support development of 376 homeownership and 288 rental units.
- 5 Formed a new Philadelphia Asset and Property Management Corporation to operate and manage mixed finance sites.
- 6 Supported City homelessness prevention and special needs housing initiatives including the Blueprint to End Homelessness, Good Neighbors and other program initiatives.
- 7 Supported a wide range of Community Partners that provide employment training to PHA residents in fields such as construction, nursing assistants, medical billing, pharmacy technician training.
- 8 Published "PHA Experience" newspaper and several other publications to promote resident and community awareness of PHA and other resources.
- 9 Collaborated with City departments to prevent and respond to childhood lead poisoning.
- 10 Collaborated with a wide range of local, state and federal law enforcement agencies to improve community safety.

Luther King Phases IIA and IIB, and other eligible purposes.

- PHA approved eleven disposition applications over the past year to permit the transfer of 109 scattered site properties,



Ludlow neighborhood rendering

paving the way for development of 376 homeownership units and 288 rental units throughout Philadelphia's community neighborhoods. PHA contributed to as many as seven (7) community development corporations (CDC's) and continues to participate in transferring properties necessitated by Philadelphia's Neighborhood Transformation Initiative (NTI) Program.

- PHA obtained HUD approval of several MTW policies enabling more efficient and entrepreneurial development practices. The approved MTW policies include the alternate system of procurement; the use of certain program income for more flexible and creative uses than would be normally permitted under HUD regulations; Amendment #1 to the MTW Agreement, providing flexibility within the Local Rent Subsidy Program, a streamlined demolition/disposition process; and a streamlined

mixed-finance review process involving "model" documents for more efficient HUD review and weekly conference calls with senior HUD staff and project reviewers.

- PHA formed a new affiliate, the Philadelphia Asset and Property Management Corporation ("PAPMC"), to engage in a range of activities critical to operating and managing its mixed-finance sites. During a review of PHA's MTW program, HUD and its team of national experts praised PHA for its innovative demonstration. They cited several examples of

how the innovations in PHA's MTW program could be used as models for other public housing authorities across the country.

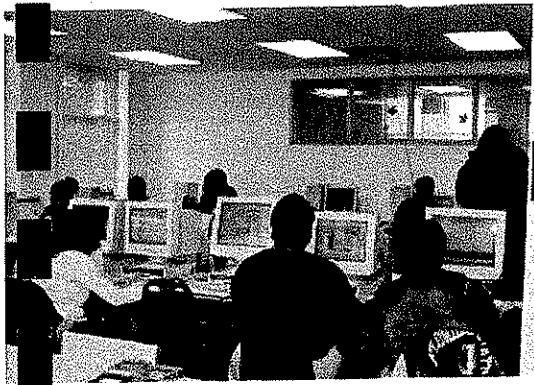
- PHA established the framework for its sales of mixed-finance homeownership units to moderate-income buyers, which were expected to begin to occur in April or May of 2005 as units come on-line. PHA developed a set of standardized programmatic documents that are specifically tailored to the requirements of Federal public housing homeownership programs, and which are carefully drafted to allow the Lucien E. Blackwell Homes to be sold to homeowners with minimal additional input. These documents will also be adapted for use in the sale



PHA Senior Deputy Executive Director Michael Leithead tours Lucien E. Blackwell Homes with NTI Director Patricia Smith.

of homes at Greater Grays Ferry Estates. To further enable closings on the home-ownership units, PHA also negotiated title and tax matters with the City of Philadelphia and consumer real estate purchasing issues.

- PHA was awarded a solar energy grant in the amount of \$236,000 from PECO Energy Company for 22 homes Lucien E. Blackwell and Greater Grays Ferry.
- PHA negotiated a settlement with PGW resulting in \$650,000 in savings.
- Central to PHA's approach is leveraging resources, collaborating with resident leadership, and partnering with qualified agencies and institutions to bring the best available program services to PHA residents. PHA has secured over \$3.5 million in funding to enhance resident-oriented programs. Key partnerships were implemented or continued with numerous local banks, the Pennsylvania Housing Finance Agency, Temple University, Penn State, the Philadelphia Health Institute, Department of Human Services, PCOA, PWDC, and others.



Cora Services – one of PHA's Community Partners

- In partnership with the Philadelphia Department of Human Services, PHA committed 500 Housing Choice Vouchers to the Good Neighbors Make Good Neighborhoods Program, which supports families moving from homelessness and transitional housing to permanent housing. To date,

all 500 families have been housed and provided with ongoing support services.

- Beginning in 2003 PHA expanded the "Good Neighbors Make Good Neighborhoods Program" by providing an additional 300 housing opportunities – a combination of public housing and voucher units, – and 50 additional vouchers exclusively for the Family Unification Program. The expansion was done in conjunction with the Blueprint to End Homelessness, which consists of a coalition of 15 transitional housing partners. To date, 200 families are housed through the Blueprint program, and 46 families are housed under the Family Unification Program.
- The Community Partners Program continued to fund a range of neighborhood supportive services including the Pre-Apprenticeship program and nursing and health administration programs. Additional Community Partners programs provide daycare training, GED preparation, job placement, certified food handler, home maintenance and repair, youth development, and hospitality industry training. These initiatives are designed to provide existing residents with the skills to enter the workforce. As a result of PHA's Community Partners initiatives, 209 residents entered the workforce with average incomes of \$12.25 per hour.
- PHA commenced publication of the "PHA Experience" resident

Obtained a total of \$156 million in tax credit funding to support PHA development projects from private investors and the Pennsylvania Housing Finance Agency.

Partnered with Philadelphia Revenue Department to check HCV landlord taxes, resulting in \$399,000 in delinquent payments to the City treasury in the past fiscal year.

Prepared and submitted \$17 million application for revitalization of PHA and City owned properties in the Ludlow neighborhood (subsequently awarded).

Disposed and transferred 109 scattered site properties to support development of 376 homeownership and 288 rental units.

Formed a new Philadelphia Asset and Property Management Corporation to operate and manage mixed finance sites.

Supported City homelessness prevention and special needs housing initiatives including the Blueprint to End Homelessness, Good Neighbors and other program initiatives.

Supported a wide range of Community Partners that provide employment training to PHA residents in fields such as construction, nursing assistants, medical billing, pharmacy technician training.

Published "PHA Experience" newspaper and several other publications to promote resident and community awareness of PHA and other resources.

Collaborated with City departments to prevent and respond to childhood lead poisoning.

Collaborated with a wide range of local, state and federal law enforcement agencies to improve community safety.

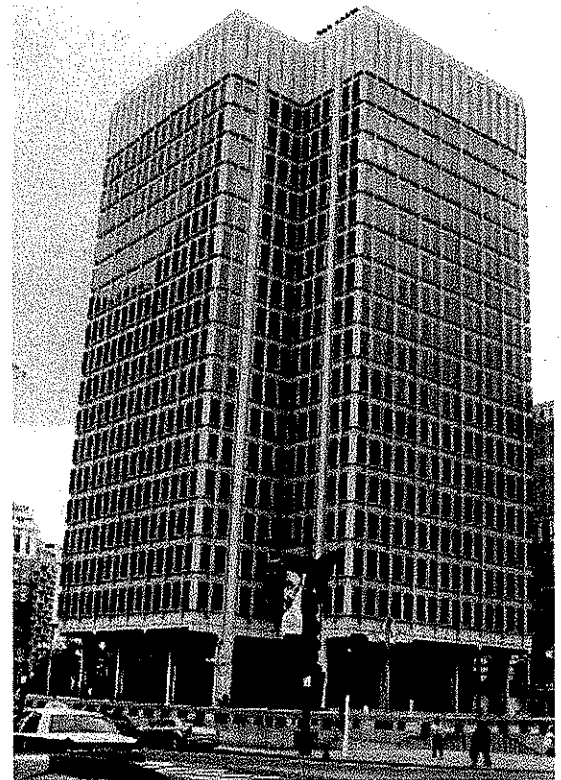


newspaper. This publication was prepared by PHA's Communications Department and distributed to public housing residents, HCV participants and employees. It has proven to be an extremely effective tool for

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- 2 Partnered with Philadelphia Revenue Department to check HCV landlord taxes, resulting in \$399,000 in delinquent payments to the City treasury in the past fiscal year.
- 3 Prepared and submitted \$17 million application for revitalization of PHA and City owned properties in the Ludlow neighborhood (subsequently awarded).
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- 5 Formed a new Philadelphia Asset and Property Management Corporation to operate and manage mixed finance sites.
- 6 Supported City homelessness prevention and special needs housing initiatives including the Blueprint to End Homelessness, Good Neighbors and other program initiatives.
- 7 Supported a wide range of Community Partners that provide employment training to PHA residents in fields such as construction, nursing assistants, medical billing, pharmacy technician training.
- 8 Published "PHA Experience" newspaper and several other publications to promote resident and community awareness of PHA and other resources.
- 9 Collaborated with City departments to prevent and respond to childhood lead poisoning.
- 10 Collaborated with a wide range of local, state and federal law enforcement agencies to improve community safety.

sending information to residents on how to become self-sufficient. Four highly successful quarterly editions were published.

- Extensive coordination efforts were undertaken to respond to and reduce incidences of childhood lead-based paint poisoning. Quarterly meetings were held with the Philadelphia Health Department Childhood Lead Poisoning Prevention Program to coordinate responses to environmental intervention blood lead level (EIBLL) children. In addition, PHA staff participated in the Health Department's Lead Abatement Strike Team Initiative (LAST) by attending bi-weekly meetings and providing status information on elevated blood lead cases (other attendees are Department of Human Services, Licenses and Inspections, City Legal Department, and Office of Emergency Shelter and Services).
- PHA continued to work with the Philadelphia Historical Commission regularly when engaging in rehabilitation of historic structures.
- PHA continued its close working relationship with various Commonwealth of Pennsylvania agencies (Labor and Industry, Public Welfare, Aging and others) to support the Pre-Apprenticeship Training Program, provide meals at adult day care and child care centers, and other



Municipal Services Building,
Downtown Philadelphia

efforts to promote resident economic self-sufficiency.

- In the area of public safety, PHA's Police Department collaborated with the Attorney General, the Philadelphia Police Department, the U.S. Department of Homeland Security, and other law enforcement agencies to address and improve public safety in and around PHA developments.

Redefining Public Housing Through Proven Leadership



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MOVING TO WORK YEAR FOUR REPORT
PART ONE: SUMMARY TABLE

Table 1-1. Philadelphia Housing Authority's MTW Year Four Report Summary.

Target Area of MTW Plan	Proposed MTW Activities for Year Four	Progress Achieved through MTW Year Four
Section 1: (Accomplishments Report)		
Section 2: Households Served		
Income Levels of Families Served	No Change projected.	The percentage of PHA households with incomes below 30% of the median income remains at greater than 75%.
Waiting List Composition	Implement strategies to increase diversity of households served.	PHA's Section 8/HCV waiting list remains closed for general applications. PHA plans to continue its outreach to Hispanic and other non African-American minorities to increase diversity. Multi-lingual notices and materials are utilized as appropriate.
	Develop site-based waiting lists as appropriate.	Site-based waiting lists have been implemented at mixed-finance developments.
Total Number of Households Served	PHA projected serving a total of 28,820 households in all programs by end of Year Four.	PHA exceeded the projection by 1,320. A total of 30,140 households were served by the end of Year Four (Table 2-2).
Number of Households Served in Public Housing Program	PHA projected serving 13,970 households in the public housing program by end of Year Four.	A total of 13,457 households were served in the public housing program including conventional, scattered and alternative managed sites by the end of Year Four (Table 2-2).
Number of Households Served in HCV Program	PHA projected serving 14,850 households in the MTW -HCV program by end of Year Four.	PHA met the projection of serving 14,850 households through its Housing Choice Voucher Program by the end of Year Four (Table 2-2).
Section 3: Occupancy and Admissions Policies		
Eligibility, Screening	Conduct criminal record checks, credit checks and other screening as specified in PHA's occupancy policies.	PHA has implemented these procedures for Housing Choice Voucher and Public Housing programs consistent with approved policies.
	Revise ACOP and Admin Plans to reflect MTW and related policy and procedural changes.	PHA completed a revision to the HCV Administrative Plan and drafted initial revisions to ACOP.
Deconcentration	Develop a housing search component for families in the Housing Choice Voucher Program (Section 8).	PHA entered into agreement with non-profit organization (ICAN) to provide mobility counseling to people with disabilities and relocated public housing residents.
Homeownership	Integrate all homeownership components into MTW Family Program.	All PHA homeownership programs are now coordinated through the PHA Homeownership Division.
		PHA's Homeownership Division assisted 700 PHA program participants in completing Homebuyer Workshops.

Table 1-1. Philadelphia Housing Authority's MTW Year Four Report Summary.

Target Area of MTW Plan	Proposed MTW Activities for Year Four	Progress Achieved through MTW Year Four
Recertification	<p>Begin planning to restructure the annual and interim review processes in public housing, conduct recertifications every three years for households that select flat rents; every two years for all other households.</p> <p>Conduct recertifications every two years for Housing Choice Vouchers participants.</p> <p>Change interim recertification requirements. Revise administrative plan and ACOP to reflect new recertification process.</p>	<p>The Board approved a new rent simplification system in December 2003. Implementation of revised ceiling rents and a new minimum rent occurred throughout 2004. The new two-year recertification system for Public Housing will be implemented as part of an overall rent simplification plan in Year Five.</p> <p>Implementation of two-year recertifications has begun. HCV participants are now on a two-year recertification cycle.</p> <p>The Administrative Plan has been revised to reflect revised interim recertification policies.</p>
Market-Based Flat Rent	<p>Begin development of a market-based rent cap schedule.</p> <p>Implement option of flat or income-based rents and maintain ceiling rents in some instances.</p>	<p>PHA elected to implement new revised ceiling rents beginning in August 2004. The revised ceiling rents are based on a percentage of HCV Fair Market Rents and were approved by the Board in Year Three.</p> <p>Residents are offered a choice of income-based rent or ceiling rent.</p>
Project-Based Housing	<p>Revise Admin Plan to allow PHA to refer applicants on the public housing waiting list to project-based voucher units.</p>	<p>Administrative Plan has been revised to reflect new policies.</p>
Section 4: Changes in Housing Stock		
Total Program Utilization	<p>PHA projected a total utilization of 32,527 public housing units and vouchers under all programs by end of Year Four.</p>	<p>Total program utilization including public housing and vouchers equalled 32,184 units, representing a 953-unit increase in the program utilization at the end of Year Four (Table 4-1).</p>
Number of Public Housing Units In Use	<p>PHA projected having 13,970 units in use in the public housing program by end of Year Four.</p>	<p>A total of 13,457 public housing units were in use, representing a 762-unit increase in public housing units at the end of Year Four (Table 4-1).</p>
HCV Budget Utilization	<p>PHA projected utilizing 100% of HCV budget authority.</p>	<p>PHA met this objective.</p>
MTW HCV Tenant Based Voucher Utilization	<p>PHA projected utilizing 14,850 tenant based vouchers in the MTW-HCV program by end of Year Four.</p>	<p>A total of 14,850 tenant-based vouchers were used in the MTW HCV program by the end of Year Four (Table 4-1).</p>
MTW Activity Vouchers	<p>PHA projected using 1,900 MTW Activity vouchers by the end of Year Four.</p>	<p>PHA utilized 1,967 vouchers (Table 4-1).</p>
Non-MTW Voucher Utilization	<p>PHA projected using 879 non-MTW vouchers.</p>	<p>PHA utilized a total of 979 non-MTW vouchers (Table 4-1).</p>

Table 1-1. Philadelphia Housing Authority's MTW Year Four Report Summary.

Target Area of MTW Plan	Proposed MTW Activities for Year Four	Progress Achieved through MTW Year Four
Section 5: Sources and Amounts of Funding		
Funding Available	PHA projected available funding of \$335,870,645 through Dwelling Rental Income, Operating Subsidy, MTW Block Grant, Capital Subsidy, including RHF and Interest Income.	PHA's actual funding was \$331,916,897. This reduction was a result primarily of decreases in the MTW Block Grant, Operating Subsidy and Capital Subsidy/RHF accounts. Note that dwelling rental income exceeded projections by \$1,388,741 (Table 5-1).
Section 6: Uses of Funding		
Increase number of affordable units	PHA projected funding of additional affordable housing units through MTW flexibility.	Angela Court. PHA provided partial funding for Angela Court, a newly constructed, 67-rental unit senior assisted living facility sponsored by St. Ignatius Nursing Home. Suffolk Manor. PHA completed acquisition, redevelopment and reoccupancy of 137 units.
		Mt. Olivet. PHA completed acquisition, redevelopment and full occupancy of 161 units.
		Hill Creek. Completed the comprehensive modernization of 34 rental units.
		Scattered Sites. Completed 117 scattered site rental units including 69 units for the mobility impaired.
		Whitehall Phases IV & V. Completed comprehensive modernization of 127 rental units.
Reduce Administrative Costs	Continue Enterprise Resource System (PeopleSoft) Implementation.	General Ledger, Accounts Payable, Inventory, HRMS/Payroll/Time and Labor, and Purchase Order, Project Costing, Grants Management, Asset Management and Help Desk modules implemented and upgraded. Other applications of the PeopleSoft (CRM) Customer Relations Management module including client, correspondence, field service, and independent customer database tracking systems such as incident, investigations, quality of life, risk management and environmental tracking systems are under development.
	Develop alternative procurement policy.	PHA submitted alternative procurement policy to HUD which was approved.

Table 1-1. Philadelphia Housing Authority's MTW Year Four Report Summary.

Target Area of MTW Plan	Proposed MTW Activities for Year Four	Progress Achieved through MTW Year Four
	Revise PHA's ACOP for two-year recertifications or three-year recertification if public housing tenants elect flat rent.	PHA's Board has approved a new rent simplification system including two and three year recertification cycles. Implementation was initiated in late 2004. The ACOP is being revised to incorporate these changes.
	Conduct management assessments to improve processes and efficiency in human resources, including enhancements of employee training and recruitment.	Completed review of HR's filing systems and management practices to enhance the application of the PeopleSoft system.
		An Office of Strategic Management has been established to further improve quality in the area of operations and administration management. This office is comprised of Quality Assurance, Organizational Development and Strategic Planning and staffed with qualified subject matter experts to assist in improving overall operations.
		Upgraded Peoplesoft HRMS to greater enhance Human Resources' functions such as payroll, timekeeping and records management.
	Initiate management assessment of finance operations.	PHA's Fiscal Year 2004 audit was completed with no findings.
		PHA initiated new financial closing, reporting and quality control procedures.
	Initiate an organizational development review to improve employee communication and staff capacity.	PHA began implementation of new HCV Quality Initiative and hired Quality Office staff.
		PHA implemented new help desk, CRM and Enterprise Portal applications.
		PHA implemented comprehensive staff training to support regulatory compliance and full use of new software and upgraded applications.
	Initiate a Customer Relations Management Program to improve communications and services to residents.	Hired a consultant to assist with the implementation of the Customer Relations module application for the Call Center.
		Completed work and staff training on CRM knowledge databases for HCV and public housing programs.
		Commenced work on CRM knowledge database for procurement.
		The Housing Choice Voucher Program implemented a "Help Desk" in the Peoplesoft CRM Software application that facilitates responses to client and/or general public inquiries related to PHA policies and procedures. The "Help Desk" will function as a central point through which inquiries can be made, managed and coordinated.
	Initiate a management assessment of contracting and procurement methodology to increase efficiency and cost effectiveness.	Instituted statistical contract administration reporting to identify and monitor contracts and task orders for services and construction.

Table 1-1. Philadelphia Housing Authority's MTW Year Four Report Summary

Target Area of MTW Plan	Proposed MTW Activities for Year Four	Progress Achieved through MTW Year Four
		Recent OIG audit of PHA construction contract administration resulted in no findings of non compliance or misappropriation.
	Enhance staff recruitment and training.	PHA implemented new Quality Initiatives including hiring of organizational development experts to review and improve processes and procedures.
		The Computer-Based Training module regarding eligibility was implemented and introduced to staff to learn the different menus of the CCS system. Over the next year, PHA will expand the module to include leasing and recertifications.
		Trained Finance Staff in preparation for 2003 audit.
		Conducted extensive training for HCV staff related to third party verifications, quality control, Rental Integrity Monitoring (RIM) standards, program eligibility, etc.
		Conducted IREM Tax Credit Compliance training for PHA staff.
		Maintenance staff received training in Lead Safe Work Practices.
		Expanded training on PeopleSoft applications.
	Automate Housing Assistance Payments.	Landlords now receive payments through Direct Deposit.
Section 7: Capital Planning and Development		
Homeownership Activities	Expand Housing Choice Voucher Homeownership Demonstration Program.	Twenty-four (24) PHA households became homeowners in Year Four under PHA's Housing Choice Voucher Program. Under this program a total of eighty-four (84) PHA households have become homeowners.
	Integrate all homeownership programs (Turnkey III, 5(h) Housing Choice Voucher, mixed-financing ownership) under one umbrella for single point of access for all prospective homeowners, and prepare plan for development of a lease/purchase homeownership option.	All homeownership activities are coordinated by PHA's Homeownership Division.
Revitalize Neighborhoods	Continue implementation of Asset Management and Development Strategy in scattered sites.	In the process of acquiring, demolishing and/or rehabilitating scattered site properties in accordance with the adopted plan.
	Implement revitalization activities at Cambridge Plaza.	Phases I & II. Completed construction of 84 units.
	Implement revitalization activities at Richard Allen Homes.	Phase 3. PHA completed construction of 178 units. Completed construction of a 16,000 square foot John F Street Community Center.

Table 1-1. Philadelphia Housing Authority's MTW Year Four Report Summary.

Target Area of MTW Plan	Proposed MTW Activities for Year Four	Progress Achieved through MTW Year Four
	Implement revitalization activities at Falls Ridge (formerly Schuylkill Falls).	PHA completed construction of 135 Phase I units. Construction of 28 affordable homeownership units is planned. Financial closing for this phase is in process.
	Implement revitalization activities at Martin Luther King Plaza.	PHA completed construction of 49 Phase I rental units. Completed financial closing on 109 homeownership units under Phase II. Phase III completed 45 rental units. Phase IV initiated construction of 42 rental units.
	Implement revitalization activities at Lucien E. Blackwell Homes (formerly Mill Creek).	PHA completed construction of 80 rental units and 40 homeownership units at Lucien E. Blackwell Homes.
	Implement revitalization activities at Greater Greys Ferry Estates (formerly Tasker Homes).	Phase I, completed construction of 245 rental units; all units are leased. Initiated Phase II construction of 309 rental and homeownership units.
	Implement modernization activities at Wilson Park.	Completed modernization of 153 townhouse units. Initiated expansion of existing community center to provide enhanced community social/meeting areas along with management facilities.
	Implement modernization activities at Blumberg.	Completed comprehensive modernization of 58 townhouse units.
	Implement rehabilitation activities at scattered sites.	Completed renovations of 117 scattered site units including 69 units for the mobility-impaired.
	Retrofit units for mobility impaired households.	PHA has completed 198 units of the planned 248 units for mobility impaired households. Twenty-one units are currently under construction at scattered sites and thirty units are under construction at three other PHA mixed-financed developments.
Section 8: Management Information for Owned/Managed Housing		
Reduce Vacancy Rates	Achieve reduction in actual and adjusted vacancy rates.	PHA met these objectives, reducing the actual vacancy rate from 16.94% in Year Three to 13.67% in Year Four. The adjusted vacancy rate of 8.75% in Year Three was reduced to 6.67% at the end of MTW Year Four.
Timely Response to Work Orders	Achieve 100% 24-hour turnaround time for emergency work orders; achieve average six-day turnaround time for non-emergency work orders.	PHA responded to 100% of emergency work orders within 24 hours. PHA achieved a nine-day average turnaround time for non-emergency work orders.
Rent Collections	Reduce percentage of uncollected rents to 5.5%.	PHA achieved a reduction in the percentage of uncollected rents from 11.04% at end of Year 3 to 8.98% in Year Four.

Table 1-1. Philadelphia Housing Authority's MTW Year Four Report Summary

Target Area of MTW Plan	Proposed MTW Activities for Year Four	Progress Achieved through MTW Year Four
Inspections	Inspect 100% of all housing units.	PHA met this objective, inspecting all conventional, scattered site and AME units.
Rent Simplification	Implement simplified rent system.	PHA has implement minimum rents and revised ceiling rents. In the public housing program beginning in MTW Year Five, PHA will begin to implement streamlined deductions.
Tax Credit Compliance	Comply with all Low-Income Housing Tax Credit (LIHTC) milestones.	PHA met this objective.
Security	Continue community policing activities.	PHA continued to implement community policing activities at developments throughout the City.
	Establish Police Advisory Board.	Board is established and has met several times. The Board consists of residents, members of TSSI and PHA staff.
Section 9: Management Information for Leased Housing		
Utilize MTW Tenant Based Vouchers	Achieve utilization of 14,850 MTW tenant-based vouchers.	PHA met this objective, leasing 14,850 MTW tenant-based vouchers.
Reduce homelessness	Support citywide initiatives to reduce homelessness and promote supportive services to needy residents.	PHA expanded the Blueprint To End Homelessness initiative by providing 300 housing opportunities plus 50 additional Family Unification vouchers.
		PHA provided 500 vouchers to support households moving from homelessness and transitional housing through the Good Neighbors Make Good Neighborhoods initiative in partnership with the City in Year Three.
	Provide supportive housing options.	PHA continued operations of the Supportive Housing Program to provide life skills and case management services to formerly homeless households. During Year Four, PHA assisted 253 households.
Unit Based Program	Implement Unit-Based program.	PHA issued an RFP, solicited proposals and awarded more than 800 vouchers under this initiative through MTW Year Four.
Time Limits on Participation	Implement time limits on HCV participation.	PHA continued to implement seven-year time limit for non-exempt households.
Rent Simplification	Implement two-year recertifications and rent simplification system.	PHA continued to implement two-year recertification cycle. In Year 3, PHA developed and obtained Board approval of a new rent simplification system including HCV minimum rents and streamlined deductions. Implementation activities occurred throughout Year Four.
Tenant Responsibility	Implement Tenant Responsibility Training for all HCV participants.	PHA continued to require participation in Tenant Responsibility Training at initial occupancy and recertification.

Table 1-1. Philadelphia Housing Authority's MTW Year Four Report Summary.

Target Area of MTW Plan	Proposed MTW Activities for Year Four	Progress Achieved through MTW Year Four
Community Relations	Establish Community Liaison function to enhance community relations and information.	PHA hired two Community Liaisons to assist in resolving community complaints and responding to requests for public information.
Landlord Training	Require landlords to participate in training and program briefings.	PHA continued to partner with the Institute for Real Estate Management on mandatory landlord training sessions. IREM conducted 18 classes which were attended by Four 18 property owners in Year Four. PHA also required that landlords attend MTW HCV program briefings.
Dislocated Workers Program	Develop a program to provide two-year temporary vouchers for rental or mortgage assistance for families with lost income due to layoffs or other hardships.	PHA developed partnership agreement with the PWDC. Implementation occurred in Year Four.
HQS Unit Inspections	Complete 100% of planned annual, pre-contract, and HQS Quality control inspections.	PHA met this objective.
Section 10: Resident Programs		
Family Self-Sufficiency Incentives	Require non-exempt households to develop self-sufficiency action plans.	Family Economic Development Action Plans were prepared by 6,668 HCV households.
	Assist households to reduce the need for rental assistance subsidy by increasing family incomes.	During Year Four, 1 Four 2 households voluntarily left the HCV program because they no longer required a rental subsidy.
	Implement "Family Self-Sufficiency" career centers.	PHA continued to operate the Family Self-Sufficiency North Center at Blumberg. Self-sufficiency services were provided to 6,668 residents.
	Provide education, life skills and employment training to residents.	PHA continued to operate the Pre-Apprenticeship Training Program. Seventy-eight (78) residents graduated in Year Four.
		PHA entered into partnership agreements with six training providers through the Community Partners program. Services commenced in Year Four.
		PHA continued to sponsor the Certified Nursing Assistants (CNA) Program. A total of 120 PHA residents graduated from this program in MTW Year Four including 68 students scheduled to graduate in June 2005. To date, 856 residents have graduated from this program. Over 90% of these graduates have obtained employment as Certified Nursing Assistants.
	Provide health care assistance and enrichment to seniors.	Expanded services to seniors including the partnership with St. Agnes Continuing Care Center which will provide services to nursing-home eligible seniors.
Resident Survey	Develop and implement a Resident Satisfaction Survey.	PHA completed the survey involving over 600 door-to-door surveys. Results of survey are included in Section 10 Resident Programs of this Annual Report.

MOVING TO WORK YEAR FOUR REPORT
PART TWO: PLAN VS ACTUALS

SECTION 2: HOUSEHOLDS SERVED

This section provides information about the types of units and the characteristics of families served by the Philadelphia Housing Authority (PHA) in the MTW Baseline Year and Year Four in Public Housing (both conventional and scattered sites) and with the Housing Choice Voucher (HCV) Program, formerly known as the Section Eight Voucher Program.

A. Number and Characteristics of Households Served.

In PHA's Year Four Plan, PHA projected serving a total of 28,820 households by the end of Year Four. In actuality PHA served a total of 30,140 households, exceeding its Year Four total projection by 4%. The increase was largely the result of increased leasing through the Housing Choice Voucher Program. The total number of households served in Year Four represents an increase of 5,538 households or a 22% increase over the number of households served (24,602) in the Baseline Year.

1. Unit Size of PHA Households.

The Baseline Year unit sizes for PHA households are presented in Table 2-1, followed by Year Four. The number of households by bedroom size increased in all categories over the number provided in the Baseline Year.

Table 2-1. Baseline Year Number and Unit Size for All PHA Households.

Housing Type/ Program	Efficiency	One Bdrm	Two Bdrm	Three Bdrm	Four Bdrm	Five Bdrm	Six Bdrm	Total
Conventional	499	1,580	2,756	2,335	517	89	8	7,784
Scattered Sites	0	34	531	2,327	663	602	237	4,394
Section 8	506	2,152	3,169	5,434	918	195	50	12,424
Program Total	1,005	3,766	6,456	10,096	2,098	886	295	24,602
Distribution %	4%	15%	26%	41%	9%	4%	1%	100%

Source: PHA CCS. October 1, 2001.

Table 2-2. Year Four. Number and Unit Size for All PHA Households.

Housing Type/ Program	Efficiency	One Bdrm	Two Bdrm	Three Bdrm	Four Bdrm	Five Bdrm	Six Bdrm	Total
Conventional	526	1,730	2,599	2,304	557	89	9	7,814
Scattered Sites	11	139	711	2,436	623	549	221	4,690
HCV	583	2,669	4,221	7,481	1,309	313	107	16,683
Program Total¹	1,120	4,538	7,531	12,221	2,489	951	337	30,140
Distribution %	4%	16%	26%	42%	8%	3%	1%	100%

Source: PHA CCS. March 31, 2005.

¹An additional 953 households are served at Low-Income Housing Tax Credit (LIHTC) and Alternative Management Entities (AME) properties. Demographic data for residents at these sites were not available. Total number of households served in Public Housing Program = 13,457. Total Households Served = 30,140.

2. Composition by Family Type of PHA Households.

The number and type of households served by PHA in MTW Baseline Year and Year Four are presented in Tables 2-3 and Table 2-4. Family households continue to represent the majority of all households served by PHA in Year Four. Elderly and disabled households represented 19% and 24% of the remaining households served respectively.

**Table 2-3. Baseline Year Composition by Family Type
for All PHA Households.**

Housing Type/ Program	Family	Percent Families	Elderly	Percent Elderly	Disabled	Percent Disabled	Program Totals	Percent Program Totals
Conventional	4,121	53%	2,168	28%	1,495	19%	7,784	100%
Scattered Sites	2,240	51%	1,058	24%	1,096	25%	4,394	100%
Sec 8	8,186	66%	1,430	12%	2,808	22%	12,424	100%
Program Totals	14,547	59%	4,656	19%	5,399	22%	24,602	100%

Source: PHA CCS, October 1, 2001.

**Table 2-4. Year Four Composition by Family Type
for All PHA Households.**

Housing Type/ Program	Family	Percent Families	Elderly	Percent Elderly	Disabled	Percent Disabled	Program Totals	Percent Program Totals
Conventional	3,838	49%	2,195	28%	1,781	23%	7,814	100%
Scattered Sites	2,398	51%	1,247	27%	1,045	22%	4,690	100%
HCV	10,343	62%	2,097	12%	4,243	25%	16,683	100%
Program Total¹	16,579	57%	5,539	19%	7,069	24%	30,140	100%

Source: PHA CCS, March 31, 2005.

¹An additional 953 households are served at Low-Income Housing Tax Credit (LIHTC) and Alternative Management Entities (AME) properties. Demographic data for residents at these sites were not available. Total number of households served in Public Housing Program = 13,457. Total Households Served = 30,140.

3. Income Groups

The income groups for PHA households in the MTW Baseline Year and Year Four are presented in Tables 2-5 and 2-6. The vast majority of PHA residents have incomes below 30% of the area median income level. PHA continued to meet the MTW Demonstration Agreement requirement that at least 75% of the families assisted under MTW be very low-income families. In Year Four the percentage of families with incomes below 30% of median increased to 89% from 81% in the Baseline Year.

Table 2-5. Baseline Year Income Levels for All PHA Households.

Housing Type/ Program	Below 30% Median Income	Between 30% and 50% Median Income	Between 50% and 80% Median Income	Over 80% Median Income	Total
Conventional	6,488	978	255	63	7,784
Scattered Sites	3,391	668	263	72	4,394
Section 8	10,101	1,916	387	20	12,424
Program Totals	19,980	3,562	905	155	24,602
Percentage	81%	14%	4%	<1%	100%

Source: PHA CCS, October 1, 2001.

Table 2-6. Year Four Income Levels for All PHA Households.

Housing Type/ Program	Below 30% Median Income	Between 30% and 50% Median Income	Between 50% and 80% Median Income	Over 80% Median Income	Total
Conventional	6,758	820	156	80	7,814
Scattered Sites	3,931	491	190	78	4,690
HCV	15,200	1429	53	1	16,683
Program Totals¹	25,889	2,740	399	159	30,140
Percentage	89%	9%	1%	<1%	100%

Source: PHA CCS. March 31, 2005.

¹An additional 953 households are served at Low-Income Housing Tax Credit (LIHTC) and Alternative Management Entities (AME) properties. Demographic data for residents at these sites were not available. Total number of households served in Public Housing Program = 13,457. Total Households Served = 30,140.

4. Program/Housing Types for All PHA Households

PHA housing by program types for MTW Baseline and Year Four are presented in Tables 2-7. The total number of households increased over the Baseline Year by 22% in Year Four. A significant increase was observed in the number of PHA households funded under the Housing Choice Voucher Program, which increased by 34%. The number of conventional and scattered site households also increased.

Table 2-7. Baseline Year and Year Four Program/Types for All PHA Households.

Housing Type/Program	Baseline Year		Year Four	
	Total	%	Total	%
Conventional	7,784	32%	7,814	27%
Scattered Sites	4,394	18%	4,690	16%
HCV	12,424	50%	16,683	57%
Program Total¹	24,602	100%	30,140	100%

Source: PHA CCS. October 1, 2001; March 31, 2005.

¹An additional 953 households are served at Low-Income Housing Tax Credit (LIHTC) and Alternative Management Entities (AME) properties. Demographic data for residents at these sites were not available. Total number of households served in Public Housing Program = 13,457. Total Households Served = 30,140.

5. Race and Ethnicity

Tables 2-8 and 2-9 present the race/ethnicity of Heads of Households of PHA residents in the MTW Baseline and Year Four. African-Americans continue to represent the majority of households served by PHA, followed by white and Hispanic households.

Table 2-8. Baseline Year Race/Ethnicity for All Heads of PHA Households.

Housing Type/Program	African-American	White	Hispanic	Asian/Pacific Island & Native American	Other	Total
Conventional Housing	7,425	252	90	14	3	7,784
Scattered Sites	3,901	37	448	5	3	4,394
HCV	10,765	1,129	337	115	78	12,424
Program Totals	22,091	1,418	875	134	84	24,602
Percentage Distribution	90%	6%	4%	<1%	<1%	100%

Source: PHA CCS. October 1, 2001.

Table 2-9. Year Four Race/Ethnicity for All Heads of PHA Households.

Housing Type/Program	African-American	White	Hispanic	Asian/Pacific Island & Native American	Other	Total
Conventional Housing	7,436	210	130	17	21	7,814
Scattered Sites	4,263	30	386	3	8	4,690
HCV	14,064	1,823	526	95	175	16,683
Program Totals¹	25,763	2,063	1,042	115	204	30,140
Percentage Distribution	88%	7%	3%	<1%	1%	100%

Source: PHA CCS. March 31, 2004.

¹An additional 953 households are served at Low-Income Housing Tax Credit (LIHTC) and Alternative Management Entities (AME) properties. Demographic data for residents at these sites were not available. Total number of households served in Public Housing Program = 13,457. Total Households Served = 30,140.

B. Changes in Tenant Characteristics.

Demographic characteristics have remained relatively unchanged. The total number of households served has significantly increased.

C. Changes in the Waiting List Numbers and Characteristics.

This section provides information about the types of units and the characteristics of families on the PHA Waiting List for housing units in MTW Year Four at Public Housing (both conventional and scattered sites) and with the Housing Choice Voucher Program, formerly known as the Section 8 Program.

1. Unit Size Need by Waiting List Applicants.

Tables 2-10 and 2-11, indicate the overall size of the PHA waiting lists has remained unchanged in comparison to the numbers presented in the Baseline Year. Tables 2-12 and 2-13, indicate that the majority of applicants on the waiting lists are families (74%), followed by disabled (23%), and elderly (3%).

At the end of Year Four, the waiting lists contained 25,660 applicant households, reflecting the strong need for affordable housing in Philadelphia. The number of applicants on the waiting list

for Section 8/Housing Choice Vouchers decreased significantly, reflecting the high level of voucher issuance and leasing activity that occurred over the past two years.

Table 2-10. Baseline Year Composition by Bedroom Size Need for All Waiting List Applicants for PHA Housing.

Housing Type/Program	One Bedroom	Two Bedroom	Three Bedroom	Four Bedroom	Five Bedroom	Six Bedroom	Not Specified	Total
Public Housing	255	3,760	662	106	12	5	2,391	7,191
Section 8	176	3,297	1,720	343	55	7	12,989	18,587
Program Total	431	7,057	2,382	449	67	12	15,380	25,778
Percentage Distribution	2%	27%	9%	2%	<1%	<1%	60%	100%

Source: PHA CCS. October 1, 2001.

Table 2-11. Year Four Composition by Bedroom Size Need for All Waiting List Applicants for PHA Housing.

Housing Type/Program	Efficiency	One Bedroom	Two Bedroom	Three Bedroom	Four Bedroom	Five Bedroom	Six Bedroom	Not Specified	Total
Public Housing	2,432	1,953	10,270	4,038	428	55	4	52	19,232
HCV Housing	3,581	91	1,481	1,035	200	22	1	17	6,428
Program Total	6,013	2,044	11,751	5,073	628	77	5	69	25,660
Percentage Distribution	23%	8%	46%	20%	2%	<1%	<1%	<1%	100%

Source: PHA CCS. March 31, 2005.

2. Composition by Family Type of Waiting List Applicants.

Table 2-12. Baseline Year Composition by Family Type for All Waiting List Applicants for PHA Housing.

Housing Type/Program	Family	Percent Families	Elderly	Percent Elderly	Disabled	Percent Disabled	Total	Percent Program Totals
Public Housing	4,265	59%	258	4%	2,668	37%	7,191	100%
Section 8 Housing	13,246	71%	1,645	9%	3,696	20%	18,587	100%
Program Totals	17,511	68%	1,903	7%	6,364	25%	25,778	100%

Source: PHA CCS. October 1, 2001.

Table 2-13. Year Four Composition by Family Type for All Waiting List Applicants for PHA Housing.

Housing Type/Program	Family	Percent Families	Elderly	Percent Elderly	Disabled	Percent Disabled	Total	Percent Program Totals
Public Housing	14,312	74%	358	2%	4,562	24%	19,232	75%
HCV Housing	4,626	72%	534	8%	1,268	20%	6,428	25%
Program Totals	18,938	74%	892	3%	5,830	23%	25,660	100%

Source: PHA CCS, March 31, 2005.

3. Income Levels of Waiting List Applicants

In the Baseline Year, 77% of applicant households were below 30% of median income. As of March 31, 2004, the number of applicant households below 30% AMI increased to 96%.

Table 2-14. Baseline Year Income Levels for All Waiting List Applicants for PHA Housing.

Housing Type/Program	Below 30% Median Income	Between 30% and 50% Median Income	Between 50% and 80% Median Income	Over 80% Median Income	Total
Public Housing	6,450	618	115	8	7,191
Sec 8	13,514	3,483	1,244	346	18,587
Program Totals	19,964	4,101	1,359	354	25,778
Percentage	77%	16%	5%	<2%	100%

Source: PHA CCS, October 1, 2001.

Table 2-15. Year Four Income Levels for All Waiting List Applicants for PHA Housing.

Housing Type /Program	Below 30% Median Income	Between 30% and 50% Median Income	Between 50% and 80% Median Income	Over 80% Median Income	Total
Public Housing	18,543	619	62	8	19,232
HCV Housing	5,972	428	22	6	6,428
Program Totals	24,515	1047	84	14	25,660
Percentage	96%	4%	<1%	<1%	100%

Source: PHA CCS, March 31, 2005.

4. Program/Housing Type Requested by Waiting List Applicants.

Table 2-16. Baseline Year and Year Four Program/Types for All Waiting List Applicants for PHA Housing.

Housing Type/Program	Baseline Year		Year Four	
	Total	%	Total	%
Public Housing	7,191	28	19,232	75%
HCV Housing	18,587	72	6,428	25%
Program Total	25,778	100%	25,660	100%

Source: PHA CCS. October 1, 2001; March 31, 2005.

5. Race/Ethnicity of Waiting List Applicants

The racial/ethnic composition of household applicants remained relatively unchanged. PHA plans to continue its outreach to Hispanic and other non African-American minorities to increase ethnic diversity.

Table 2-17. Baseline Year Composition by Race/Ethnicity for All Waiting List Applicants for PHA Housing.

Program Type	African-American	White	Hispanic	Asian, Pacific Island & Native American	Other	Total
Public Housing	6,676	223	216	35	41	7,191
Section 8	15,425	1,961	558	72	571	18,587
Total	22,101	2,184	774	107	612	25,778
Percentage of Total	86%	8%	3%	<1%	2%	100%

Source: PHA CCS. October 1, 2001.

Table 2-18. Year Four Composition by Race/Ethnicity for All Waiting List Applicants for PHA Housing.

Program Type	African-American	White	Hispanic	Asian, Pacific Island & Native American	Other	Total
Public Housing	17,348	639	1179	37	29	19,063
HCV	5,420	688	142	11	167	6,428
Total	22,768	1,327	1,321	48	196	25,660
Percentage of Total	89%	5%	5%	<1%	<1%	100%

Source: PHA CCS. March 31, 2004.

Waiting list issues and proposed actions. Income levels of applicants for public housing are likely to remain constant with the vast majority of applicants below 30% of the Area Median Income adjusted for family size. PHA will continue efforts to increase the inventory of housing units available for both public housing and the HCV Program. The number of applicants on the waiting list is anticipated to decline over the course of PHA's participation in MTW as PHA purges the lists and makes more efficient use of available vouchers.

D. Impact of MTW on Households Served.

The total number of households served has increased significantly under MTW.

SECTION 3: ADMISSIONS AND OCCUPANCY POLICIES

A. Changes in Concentration of Lower-Income Families by Program.

Deconcentration – Under the Year One Plan, PHA proposed efforts to raise the income of current residents, attract a greater mix of incomes through expanded and integrated community policing and lease enforcement efforts, improve conditions in developments and communities where PHA housing exists, and avoid concentrations of low-income residents. This has proven difficult, as Philadelphia has suffered a population decline for many years, with the largest losses at the middle and higher income levels.

Under the Year Two Plan, PHA began to integrate all homeownership programs, including homeownership in the HOPE VI mixed-finance developments, into the MTW Family Program. An essential component of two HOPE VI housing revitalization efforts is to increase economic diversity and expand participation in PHA initiatives. The Falls Ridge (formerly Schuylkill Falls) and Martin Luther King HOPE VI developments seek to increase the diversity of participants in MTW initiatives by offering market rate units.

In Year 3 PHA broke ground for the Lucian E. Blackwell development (formerly Mill Creek), which continues the strategy of integrating homeownership and rental using tax credit financing. Lucien E. Blackwell units will also be offered in settings that are less dense and rely on significant off site opportunities for housing.

Currently, assisted homeownership programs are limited to households typically earning no more than 80% of median income. The goal is to establish mixed-income communities in neighborhoods where severely distressed housing developments formerly existed. In past MTW Years, PHA proposed homeownership opportunities for households with incomes up to 150% of median income at the Martin Luther King and Falls Ridge HOPE VI sites. In the Year 3 Plan approval HUD declined to approve this option, therefore PHA will provide housing opportunities in accordance with limits prescribed by the regulations.

PHA's MTW Family Program is intended to increase incomes of families currently using PHA housing assistance. In Year 4 PHA continued to offer the pre-apprenticeship, nursing and health administration programs to families in public housing. These programs are designed to provide existing residents with the skills to enter the construction and health fields. Additional programs are daycare training, GED preparation, job placement, certified food handler, home maintenance and repair, youth development, and hospitality industry training, offered by new and existing Community Partners.

In MTW Year 4 significant activity was initiated in the Community Partners Program, following the procurement process to obtain partners in the previous year. This program is directed toward establishing service, job-training, and job opportunity partnerships for PHA residents. Initially families served by the Community Partners Program were HCV clients. PHA expanded the Community Partners into public housing and HOPE VI residents during Year 4. PHA expects that the increase in training and employment options provided by Community Partners will contribute to the deconcentration of poverty.

PHA initiated mobility counseling activities in Year 3. PHA continued to provide relocation assistance to families relocating as a result of HOPE VI and other revitalization programs. The relocation process and support provided to families by PHA has also contributed to deconcentration.

Expanded and integrated community policing and lease enforcement efforts are intended to improve conditions in developments and communities where PHA housing exists and to attract a greater mix of incomes.

PHA adopted and implemented a written policy to encourage participation by owners of units located outside areas of poverty and minority concentration. Supportive services and training are provided to certificate and voucher holders who are interested and are seeking housing opportunities in other areas.

As of March 31, 2005 a total of 208 families were relocated due to site renovation and reconstruction activities.

B. Changes in Rent Policy.

Rent Simplification -- Incentives to Promote Family Self-Sufficiency. In Year 3 PHA adopted Rent Simplification as part of a comprehensive program in public housing and HCV to restructure the rent computation process and change the annual and interim review processes. The PHA Board adopted the rent simplification package in January of 2004 after a long period of public and resident meetings. (PHA held two public hearings and approximately 50 other meetings with resident groups.) The Rent Simplification Program for PH includes the following:

- Retains the income exclusions required by other federal legislation.
- Self-certification of assets and asset income at initial occupancy and at recertification with the first \$500 of asset income excluded from the calculation of annual income.
- Elimination of the existing deductions and creation of one new deduction of \$500 for working families.
- Changes in the calculation of Annual Income for elderly and disabled households with Medicare/Medicaid/health insurance payments, the full amount of the health insurance payments will be deducted from income prior to the calculation of the rent.
- Calculation of the total tenant payment with a reduced percentage of monthly adjusted income using a tiered formula based on family size:
 - Household Size 1 – 2 persons: Rent is 28% of adjusted monthly income
 - Household Size 3 – 4 persons: Rent is 27% of adjusted monthly income
 - Household Size 5+persons: Rent is 26% of adjusted monthly income
- Maintenance of the current program for application of utility allowances
- Recertification for all families once every 24 months
- Ceiling rent families may be recertified every 36 months
- Elimination of the need to report increases in income that occur between regularly scheduled recertifications, however, if income decreases between regularly scheduled recertifications resident may still request an interim recertification.
- Requirement for PH participants reporting zero income to document zero income every 90 days.

- After a 90-day grace period, a \$50 minimum rent will apply to families reporting zero income. The minimum rent will also apply to any tax credit units assisted by PHA.
- Households headed by or consisting of seniors or persons with disabilities are exempt from the minimum rent. Households headed by seniors or persons with disabilities that include non-senior, non-disabled members who are able to work will still be subject to the minimum rent.
- Establish a review board to examine any claim of hardship that results from rent simplification.
- Establish a phase-in period for rent increases in excess of \$50 that result from rent simplification. For rent increases in excess of \$50 rent will increase as follows: 50% of the increase will be applied at the time of the first reexamination under rent simplification and 50% will be applied one year after the first reexamination under rent simplification.
- Revision of the ceiling rent schedule and pegging of ceiling rent to a percentage of the HCV Fair Market Rent.

A similar package of changes was also adopted for the Housing Choice Voucher Program. PHA expects to complete implementation of the Rent Simplification Program in MTW Plan Year 5.

Other Changes – PHA adopted an MTW transfer in Year 3. The transfer permits PHA to move a limited number of families from Public Housing to the HCV program and vice versa. Moves are limited to 50 families per year for each program (no more than 100 total moves per year). The transfer permits a more efficient response in certain situations such as request for witness protection and domestic violence.

Blueprint to End Homelessness – PHA also revised its preference system to permit up to 300 families “graduating” from transitional housing facilities to obtain public housing or a housing voucher.

Adjusted Ceiling Rent adopted in lieu of Market-Based Flat Rent. In Year 3 PHA conducted preliminary studies on the rental values of public housing units using the HCV rent reasonableness model. However, the results were not consistent and PHA opted to use an adjusted ceiling rent approach in lieu of the flat rents for public housing. New ceiling rents pegged to the FMR s were adopted as part of the rent simplification process described above.

PHA will continue to explore models for market-based rent caps based on quality, location, type and age of the unit as well as amenities available. PHA continues to keep this as an MTW initiative and if a workable model is found, PHA may adopt the approach in a future plan year.

SECTION 4: CHANGES IN HOUSING STOCK

A. Number of units in inventory by program.

**Table 4-1. Number of Public Housing Units and HCV Vouchers
In Year Four.**

Housing Programs	Baseline Year	Year Four Projection	Year Four Actual
	April 1, 2001	March 31, 2005	March 31, 2005
MTW Tenant-Based Vouchers	11,473	14,850	14,850
MTW Activity Vouchers		1,900	1,967
MTW Subtotal	11,473	16,750	16,817
Non-MTW Vouchers	2	879	979
HCV Moderate Rehabilitation	949	928	931
Public Housing Units ¹	12,178	13,970	13,457
TOTAL PHA UNITS	24,602	32,527	32,184

Source: PHA CCS, March 31, 2005.

¹Public Housing units include all occupied units at conventional, scattered sites, AME/tax credit sites.

B. Narrative Explanation of the Differences.

PHA exceeded its projection for the total number of vouchers in use at the end of Year Four. The total actual number of public housing units (13,457) available for Year Four represented more than a 10% increase over the number of public housing units (12,178) available in the Baseline Year.

SECTION 5: SOURCES AND AMOUNTS OF FUNDING

A. Planned Versus Actual Funding Amounts.

Table 5-1 presents the budgeted and actual amounts and sources of funding received by PHA in FY2004. Sources of funds include those funds previously designated for vouchers. Under MTW, voucher resources may be redirected to achieve the key objectives of the MTW Program.

Table 5-1. Summary of Sources and Amounts of Funding in Year Four.

Revenue Sources	FY 2004 Budget	FY 2004 Actual Funding
Dwelling Rental Income	\$15,768,492	\$17,157,233
Interest Income/Other	929,086	750,000
HCV MTW Block Grant	129,838,823	134,311,066
Capital Subsidy including Replacement Housing Factor ¹	81,834,247	74,162,296
Operating Subsidy	107,499,997	105,536,302
Total Revenues	\$335,870,645	\$331,916,897

¹ Includes Replacement Housing Funding.

B. Narrative Discussion of Differences.

Increased Dwelling Rental Income is the result of PHA bringing units back on line as major modernization and revitalization programs are completed. The decrease in interest income was due largely to a lower rate of return on investments dictated by market forces.

The Capital Fund is formula driven based on standing units and needs. With fewer PHA standing units and decreases in the accrual needs and backlog, the resulting grant award contains fewer Capital dollars but more Replacement Housing funds for PHA.

The decrease in the operating subsidy was due to public housing authorities nationwide being funded at less than 100% or at 98.1%.

C. Consolidated Financial Statement for FY 2004.

**Table 5-2. Summary of MTW Funds and
Non-MTW Funds in Year Four.**

Revenue Sources	FY 2004 Budget	FY 2004 Actual Budget
Dwelling Rental Income	\$15,768,492	\$17,157,233
Interest Income/Other	1,282,689	1,249,145
Section 8 Subsidy and Admin Fee	142,755,563	147,506,696
Capital Subsidy including Replacement Housing Factor	81,834,247	74,162,296
Operating Subsidy	107,499,997	105,536,302
Other Grants	3,469,128	4,289,278
Total Revenue	\$352,610,116	\$349,900,950

¹Subject to appropriation.

SECTION 6: USES OF FUNDS

A. Budgeted Versus Actual Expenditures.

Table 6-1. Planned Versus Actual Consolidated Budgets in Year Four.

Project	FY 2004 Budget	FY 2004 Actual
Public Housing	\$124,197,575	\$123,443,535
Capital Funds	81,834,247	74,162,296
Housing Choice Voucher Program	143,109,166	148,005,841
Other Grants	3,469,128	4,289,278
TOTAL	\$352,610,116	\$349,900,950

B. Narrative/Explanation of Uses of Funds.

The flexibility of the Moving to Work Demonstration Program has allowed PHA to more effectively address the critical need for affordable housing in Philadelphia in a variety of new ways, and in addition to capital programs discussed in Section 7. PHA, for example, increased the number of families supported through the Housing Choice Voucher (HCV) Program to a total of 16,683 households.

As part of continuing efforts to use HCV vouchers to support neighborhood revitalization and economic mobility, PHA partnered with a range of organizations under its new Unit-Based Subsidy RFP program. This program uses MTW flexibility and allows qualified partners to request Housing Choice Vouchers, ACC, or other available PHA funds for the repair, rehabilitation, or construction of new units for neighborhood revitalization efforts. To date PHA has awarded 800 vouchers to qualified partners to support this initiative. Over 374 families now reside in units rehabbed under this program.

Residents actively participated in various social service, literacy and economic self-sufficiency programs operated at Blumberg. Since opening the first Self-Sufficiency Center at Blumberg, PHA MTW Family Service staff and partners have served 6,668 residents. In the first 36 months of MTW, 298 households have increased their incomes so that they no longer need HCV subsidies.

PHA continued to operate the Pre-Apprenticeship Training Program initiative in partnership with building trade unions. Seventy-eight (78) PHA residents graduated in the past year. During the twelve (12) cycles PHA has sponsored and placed over 208 graduates into the building trades; 115 carpenters, 18 painters, 16 electricians, 7 drywall finishers, 6 cement finishers, 13 plasterers, 4 plumbers, 3 sheet metal workers, 3 glazers and 23 union laborers. The Pre-Apprenticeship Program staff and assistants have grown from 9 in the first cycle to 15 in the current cycle.

Last year, 120 PHA residents graduated from Professional Healthcare Institute's (PHI). Certified Nursing Assistant (CNA) Program. To date, 856 residents have graduated, of which over 90% obtained employment.

PHA continued its commitment to building the highest quality management staff through continued technical training and implementation of new streamlined procedures including quality control reviews. Extensive staff training efforts included training in Low-Income Housing Tax Credit Compliance, use of PeopleSoft applications, and Niku Project Management training.

In terms of technology investments, PHA has dramatically upgraded the use of computer technology to expedite and streamline customer service, management reporting and processing of daily transactions. Specifically, the ISM Department completed integration of ECS Housing Choice Voucher HAP and UAP payment system to PeopleSoft AP module in order for all financial processes to reside in Peoplesoft financial modules. ISM staff also completed implementation of Computer-Based Training for Housing Choice Voucher's Eligibility Department, and implemented network upgrades including replacing existing network cabling to improve network speed.

Technology improvements were implemented including new Customer Relations Management knowledge database modules; integration of legacy HCV systems with PeopleSoft AP in order to make payments and track financials; extensive work on design and testing of new MTW client tracking and compliance system; and, a number of network server, infrastructure and desktop upgrades.

Other applications of the PeopleSoft (CRM) Customer Relations Management module include client, correspondence, field service, and independent customer database tracking systems such as incident, investigations, quality of life, risk management and environmental tracking systems. Initial implementation of these systems started in Nov 2003. Go live for the various modules was initiated in 2004.

In addition, PHA is looking to implement an IVR (Interactive Voice Response System) that will overlay our CRM system. Simply put, an IVR system lets callers interact with the company via telephone. IVR systems offer an automated way of providing information to our customers. Callers will have the capability to retrieve customized information using a Text-to-Speech system. For example, the system can read aloud information stored on a database back to the caller when the appropriate numbers on the telephone keypad are pushed. Over all, IVR systems reportedly lower customer-handling costs to about 25 cent per call.

C. Reserve Balance and Adequacy of Reserves.

PHA only restates reserves at the end of each fiscal year. PHA has increased its Low Rent Operating Reserve every year since the fiscal year ended March 31, 1998. At that time, the reserve was approximately \$3.4 million. PHA's unrestricted operating reserve as of year-end March 31, 2004, was \$29,689,463. This amount equals more than two months of cash flow for PHA's public housing program. This level of reserve provides PHA with the resources to explore innovative ways to provide performance incentives and make other management improvements. These initiatives may temporarily reduce reserves from time to time. PHA is also examining its leave accrual policies to determine if it can improve efficiency and save money.

SECTION 7: CAPITAL PLANNING

A. Budgeted Versus Actual Expenditures by Property

Table 7-1. Capital Programs: Planned vs. Actual for Year Four.

Development Name	Scope of Work	Estimated Capital Costs	Actual Expenditures and Obligations
Blumberg	Security System	\$1,300,000	\$1,263,400
Blumberg (Bond) ²	Modernization	9,000,000	8,670,000
Cambridge I ¹	New Development	4,358,000	4,790,000
Cambridge II ¹	New Development	5,800,000	5,300,000
Cambridge III ¹	New Development	4,300,000	4,300,000
Fairhill	Security System	800,000	0
Germantown House ¹	Comprehensive Modernization	9,700,000	2,000,000
Harrison	Balcony Enclosures	1,600,000	1,582,000
Harrison	Lobby Entrance	900,000	935,000
Harrison	Kit/Bath/Handicap Accessibility	3,260,000	0
Hill Creek (34 units)	Comprehensive Modernization	3,600,000	3,673,800
Johnson Homes	Utilities upgrade	6,000,000	0
Liddonfield	Community Bldg. Addition	350,000	0
Mantua	Modernization	3,000,000	0
Martin Luther King ¹	New Development	5,000,000	4,000,000
Lucien E. Blackwell ¹	Planning & Development	5,000,000	0
Mt. Olivet ¹	Comprehensive Modernization	10,600,000	10,600,000
Norris	Security System	500,000	0
Passyunk	Non-residential Development	7,000,000	100,000
PHA-Wide	Accessibility Improvements	6,000,000	3,852,096
PHA-Wide	Security Systems for three Section 8 offices	300,000	0
PHA-Wide	Security Upgrades	1,000,000	0
PHA-Wide	Energy Conservation	5,500,000	0
PHA-Wide	Sparkle Plus	6,500,000	739,037
Queen Lane	Security System	800,000	0
Richard Allen III ¹	New Development	8,800,000	14,000,000
Scattered Site	New Development/Infill/Rehab/Modular Housing	14,704,000	0
Scattered Site (117 Units)	New Development	18,500,000	18,600,000
St. Ignatius ¹	New Development	1,000,000	362,000
Suffolk ¹	Modernization	10,324,000	14,599,715
Greater Gray Ferry Estate (Bond) ²	New Development	74,335,000	126,000,000
West Park	Concrete Rehab	2,500,000	2,632,400
West Park	Public Space Improvements	7,500,000	6,610,850
Whitehall (127 units)	Comprehensive Modernization	15,000,000	15,000,000
Wilson Park (Bond) ²	Comprehensive Modernization	21,100,000	21,100,000
	Total	\$275,931,000	\$270,710,298

¹ Capital portion of funding required for redevelopment.

² Bond Funded Developments: Tasker, Blumberg and Wilson, Debt Service Repayments = \$220 million.

B. Narrative Discussion of Capital Programs

This year PHA, substantially completed construction on 165 homeownership units at Lucien E. Blackwell I and Greater Grays Ferry Estate II, and completed construction/rehabilitation on 850 rental units at Cambridge Plaza, Greater Grays Ferry Estates, Lucien E. Blackwell, Mt. Olivet, Whitehall, Scattered Sites and Angela Court.

Cambridge Plaza Phase I. Completed construction of 44 rental units. Completed cost certification and "place in service" process.

Cambridge Plaza Phase II. Completed construction of 40 rental units. All units are leased and occupied. Secured tax credit manager. Started the place-in-service process. Received \$4,962,177 from the Equity Investor Wachovia for a total equity commitment of \$5,821,424.

Cambridge Plaza Phase III (\$11.4 million). Secured equity investor, Wachovia and generated \$6.3 million in tax credit equity for the development. Established business entities and business plan. Obtained zoning permits and environmental clearances. Completed financial closing. Procured Dale Corporation as the Construction Manager. Started in September 2004 with an expected completion of July 2005. Submitted rental term sheet and evidentiaries to HUD. Submitted disposition application.

Greater Greys Ferry Estates Phase I (\$66 million). Completed construction of 245 rental units; all the units are leased. Completed the 72-unit Senior Building, Life Center and Maintenance and Training Building. All buildings are fully leased. Utilities and Insurance have been transferred from the Construction Manager, Keating Building Corp., to PHA and the Philadelphia Asset and Property Management Corporation (PAPMC) effective December 1, 2004. Executed a lease agreement with St. Agnes to provide LIFE services to seniors at the site and the community at-large. Received \$11,999,000 from the equity investor MMA Financial of the total equity commitment of \$15,544,000. Started placed-in-service process.

Greater Greys Ferry Estates Phase II (\$84.2 million). Awarded Construction Management contract to Keating Building Corporation for Construction for 309 units. 81 units completed and delivered to Property Manager. Tentative completion date is January 13, 2006. M & L Compliance Management was procured as tax credit compliance manager effective 2-1-2005. Payment requisition submitted to equity investor for fifty percent completion of construction. This will generate an equity pay of \$4,053,000 from MMA Financial the equity partner. Total private equity commitment of \$12,604,000.

Germantown House (\$21.4 million). Received Pennsylvania Housing Finance Agency (PHFA) award of \$1.2 million in Low-Income Housing Tax Credits (LIHTC). Raised \$11,772,000 in equity dollars through solicitation of tax credits, \$.985 on a dollar via RFP process. Equity investor to be MMA Financial. Construction of the units schedule to start in June 2005 and be completed June 2006. Currently working with New Courtland to rent approximately 11,000 square feet of space to provide services for life center.

Harrison Plaza (\$1 million). Completed the new management offices, security office, installation of new aluminum windows, stainless steel façade. Decorative handicapped walkway and landscaping has also been installed to enhance the overall appearance of the site. The renovations and new construction involved approximately 2,500 square feet at a cost of \$1,022,300.

Hill Creek. Completed the comprehensive modernization of 34 rental units.

Lucien E. Blackwell Homes On-Site (\$41.3 million). Completed the construction of 80 rental and substantially completed 40 homeownership units. Disposition application for 40-unit homeownership phase approved by HUD.

Lucien E. Blackwell (LEB) Homes Off-Site (\$30.6 million). Completed obtaining site control of 111 parcels of land in the Mill Creek neighborhood for 80 rental and 25 homeownership units. Secured MMA as the equity investor who is providing \$13.9 million in private equity for the eighty-unit Phase II rental development. Prepared a tax credit application for the third phase of 50 rental units to be located on off-site parcels within the Mill Creek neighborhood. Completed design and master planning for 50 rental and 35 homeownership units on scattered off-site parcels in the Mill Creek neighborhood.

Lucien E. Blackwell Homes: Angela Court. Provided \$362,000 in permanent financing and rental subsidy for 67 rental units in a \$10 million, newly constructed elderly assisted living development completed by the St. Ignatius Nursing Home in the Mill Creek community. St. Ignatius raised \$6.4 million in private equity. Completed construction of 67 elderly rental units.

Lucien E. Blackwell Homes: Neumann North Senior Housing. The Developer has begun construction in the building and has raised an additional \$65,000 in private equity. The Rental Term Sheet and Evidentiaries have been submitted to HUD and the Developer has responded to the HUD comments accordingly. Anticipate financial closing in May 2005.

MLK Phase II (\$34 million). PHA took over the development activities. Submitted to HUD, Homeownership Term Sheet and completed financial closing of this sub phase of 76 onsite homeownership units. There are 109 homeownership units in Phase II with 76 onsite units and 33 offsite units. Acquired properties for 33 offsite units from the RDA. Wachovia provided the line of credit of \$9.3 million for construction of this phase. Executed construction contract and started construction.

MLK Phase IV - \$12 million. PHA took over the development activities. Secured MMA Financials as the equity investor and raised \$5.3 million in equity for the development. Submitted Rental Term Sheet, evidentiary documents and completed financial closing. Executed construction contract and started construction of 42 rental units, expected for completion by April 2006.

Mt. Olivet (\$17 million). Completed rehabilitation of 161 units and Community Building. Received \$5,605,000 from the private equity investor MMA Financial of the total equity commitment of \$7.1 million. Leased 100% of units.

Passyunk Homes. An RFQ was issued for proposals to purchase and develop the present site, including the development of a 40,000 SF facility with 900 parking spaces for PHA. A Recommendation of Award (ROA) was made for \$4.25 million to the DePaul Group.

Richard Allen III (\$42 million). Completed construction of a 16,000 square foot community center named John F. Street Community Center. Solicitation for security upgrades at the community center are out to bid. Started construction of site fencing to further improve aesthetics of the development.

Scattered Sites (117 Units). Completed 117 scattered site rental units including 69 units for the mobility-impaired.

Suffolk Manor. Completed the historic rehabilitation of 137 rental units in five Tudor-revival-styled buildings. Three of the five buildings are senior designated. The \$24 million redevelopment received an award from the Preservation Alliance for the rehabilitation work.

West Park. Request for Proposals (RFP) for design/build services for balcony enclosures and new elevators for each building has been issued. Substantially completed \$1,000,000 in site work improvements including landscaping, sod, irrigation system and walkways.

Wilson Park (\$6.1 million). Construction of an expanded Community Center has begun that will provide enhanced community meeting areas and multi-purpose spaces, dedicated areas for dance, drama, exercise, library facilities, recording studio, security features, management office facilities, gallery, open space and training area. Additions to the existing 5,743 square foot building consist of new construction on the northeast side (1,899 square feet) and the northwest (3,594 square feet) representing a total project cost of \$3,034,000. This also includes adding air conditioning to upper corridors in senior towers. Issued a Request for Proposals (RFP) for 6 new through streets and common area air conditioning in senior buildings first floor activity area.

Whitehall Phase IV (\$7.6 million). Completed the comprehensive modernization of 65 rental units. All units are occupied.

Whitehall Phase V (\$7.4 million). Completed the comprehensive modernization of 62 rental units.

PHA-Wide

Scattered Sites Accessibility Improvements. Pursuant to the Adapt settlement agreement, which required PHA to create 248 units for the mobility-impaired community (124 by December, 2003 and 124 by December, 2005), PHA has completed 198 of the units to date of which forty-nine have been completed from 4/1/04 to 3/31/05. Twenty-one units are currently under construction at scattered sites and thirty units are under construction at three other PHA mixed-financed developments.

Sparkle Plus Program. Procurement and installation was coordinated for new awnings at 4 Community Based Management Offices for the 2004 Sparkle Program. These awnings incorporated the new PHA colors and graphics and were installed to serve as prototypes for future installations.

An Invitation for Bids (IFB) was prepared, and a contract awarded for \$110,309, for the installation of new signs at all the conventional sites and Community-Based Management Offices (CBMOs). These new signs will incorporate the new PHA colors and graphics and replace signs that are presently diverse in color and size.

As-Built Master Site Plans were prepared for all conventional sites that incorporated all work under the previous Sparkle Programs. Site plans have been prepared for all conventional sites and Alternative Management Entity (AME) sites detailing anticipated work under the 2005 Sparkle Program.

SECTION 8: MANAGEMENT INFORMATION FOR OWNED/MANAGED UNITS

A. Vacancy Rates

1. **Target:** The MTW Year Four Plan stated that as of December 31, 2003, PHA had an actual vacancy rate of 22.64 % and an adjusted vacancy rate of 8.98 % (these numbers include privately managed sites). A reduction in the reported vacancy rate was anticipated by the end of the reporting period of March 31, 2005.
2. **Actual:** As of the end of MTW Year Four (March 31, 2005), the actual vacancy rate was reported as 13.67 % and the adjusted vacancy rate as 6.67 % (Table 8-1). Both figures include all conventional sites, scattered sites and AME sites. The reduction of vacancy rates has significantly exceeded expectations.

Table 8-1. Vacancy Rates for Year Four.

<u>VACANCIES</u> <u>SITE NAME / NUMBER</u>	<u>Baseline Year (4/01/01)</u>		<u>Year Four (3/31/05)</u>	
	<u>Actual</u> <u>Rate %</u>	<u>Adjusted</u> <u>Rate %</u>	<u>Actual</u> <u>Rate %</u>	<u>Adjusted</u> <u>Rate %</u>
<u>North Central</u>				
001 Johnson Homes	6.58	6.58	2.82	2.82
010 Raymond Rosen Manor -	52.39	0.00	0.98	0.98
117 Raymond Rosen Manor -	-	-	4.35	4.35
119 Raymond Rosen Manor - New	-	-	2.02	2.02
042 Champlost - mod	0.98	0.96	1.96	1.96
049 Morton Homes	1.61	1.21	1.21	1.21
050 Norman Blumberg Apts - mod	59.80	15.20	3.39	3.39
077 Bentley	18.18	18.18	10.10	10.10
<u>North Area</u>				
003 Richard Allen Homes - reconfig.	8.67	1.33	0.67	0.67
014 Norris Homes - FA	16.67	16.36	2.78	2.47
015 Harrison Plaza	5.35	5.35	2.01	2.01
020 Spring Garden	3.96	3.47	0.00	0.00
055B Fairhill Apts - mod	17.42	17.42	2.27	2.27
114 Gladys B. Jacobs	1.25	1.25	3.75	3.75
<u>Northeast</u>				
023 Liddonfield	23.64	22.34	28.85	28.85
029 Hill Creek - FA	27.16	4.78	2.69	2.69
032 Oxford Village	10.00	5.50	1.00	1.00
034 Whitehall Apts - FA	44.22	0.40	2.81	2.81
066 Holmecrest	3.57	3.57	2.38	2.38
079 Plymouth Hall	26.09	26.09	100.00	0.00
<u>South Area</u>				
002 Tasker Homes - demolished	18.15	16.98	-	-
013 Wilson Park - Elderly	39.94	18.45	4.66	4.66
113 Wilson Park - Multi-family (Mod.)	-	-	2.01	2.01

VACANCIES SITE NAME / NUMBER	Baseline Year (4/01/01)		Year Four (3/31/05)	
	Actual	Adjusted	Actual	Adjusted
	Rate %	Rate %	Rate %	Rate %
031 Bartram Village	5.88	5.88	2.23	2.23
061 Paschall Apts	16.29	14.93	4.98	4.98
062 Point Breeze Court	5.63	5.63	0.00	0.00
<u>West Area</u>				
018 Arch Homes	5.48	5.48	0.00	0.00
024 Queen Lane	7.25	7.19	4.35	4.35
035 Haddington Homes	10.14	10.14	2.03	2.03
039 Westpark Apts	25.69	25.69	5.81	5.81
045 Mantua Hall	19.74	19.74	7.24	7.24
046 Haverford	4.17	4.17	4.17	4.17
063 Katie B. Jackson(9 Units to S.S.)	18.64	18.64	13.56	13.56
076 Emlen Arms	7.05	7.05	1.92	1.92
093 Westpark Plaza	6.15	6.15	1.54	1.54
TOTAL CONVENTIONAL	22.14	13.84	5.42	4.44
<u>Scattered Sites</u>				
901 Haddington/Overbrook	8.16	0.84	7.52	3.55
063 Katie B. Jackson (9 Units from Conv.)	0.00	0.00	0.00	0.00
902 Mantua	22.00	11.09	24.75	11.00
903 Kingessing	8.70	3.34	8.03	3.25
904 Germantown/Hunting Park	16.56	7.57	16.27	7.49
905 Fairhill Square	24.34	13.32	18.78	6.08
030 Abbottsford Homes - mod	49.92	2.18	8.81	8.81
906 Francisville	37.48	14.46	27.12	11.81
907 Ludlow	29.69	9.95	25.75	8.11
908 Susquehanna	26.47	11.25	29.77	16.18
909 Strawberry Mansion	41.12	16.94	38.16	18.58
910 Oxford/Jefferson	34.63	7.60	39.72	13.47
055A Parkview Apt	5.00	5.00	10.00	10.00
065 Collegeview	7.41	7.41	7.41	7.41
100 C.B. Moore Homes	3.33	3.33	6.67	6.67
104 Arlene Homes	0.00	0.00	9.38	9.38
TOTAL SCATTERED SITES	25.59	9.99	23.23	10.21
TOTAL PHA	23.57	12.25	13.47	7.05
<u>Alternative Management Entities</u>				
<u>PHA Managed</u>				
083 Germantown House	15.98	15.98	100.00	0.00
129 Cambridge Plaza - Phase II			0.00	0.00
132 Suffolk Manor	na	na	0.00	0.00
133 Richard Allen Homes - Phase III	na	na	1.41	1.41
134 Richard Allen Homes - Phase III	na	na	1.87	1.87
137 Cambridge Plaza - 202	na	na	0.00	0.00
138 Mt. Olivet	na	na	3.73	1.86
139 Greater Greys Ferry Estates			8.98	8.98

VACANCIES	Baseline Year (4/01/01)		Year Four (3/31/05)	
<u>SITE NAME / NUMBER</u>	Actual	Adjusted	Actual	Adjusted
	Rate %	Rate %	Rate %	Rate %
145 Lucien E Blackwell	na	na	30.77	30.77
TOTAL PHA MANAGED	na	na	24.79	4.09
<u>Privately Managed AMEs</u>				
053 Courtyard Apts at Riverview	5.32	5.32	8.30	8.30
126 8 Diamonds	na	na	0.81	0.81
141 8 Diamonds	na	na	0.00	0.00
127 Spring Garden Scattered Sites	No data	No data	2.33	2.33
128 Martin Luther King-Phase I	na	na	0.00	0.00
130 Falls Ridge	na	na	0.00	0.00
131 St. Anthony's Senior Residence	No data	No data	0.00	0.00
146 St. Ignatious			1.52	1.52
TOTAL PRIVATELY MANAGED	na	na	4.32	4.32
COMBINED AME TOTAL	na	na	14.95	4.20
GRAND TOTAL PHA & AME SITES	24.09	11.64	13.67	6.67

B. Rent Collection – Finance

Table 8-2. Uncollected Rent for Year Four.

	Baseline Year	Year Four
Billed Rents	\$12,490,979.00	\$26,586,606.78
Collected Rents	11,727,499.17	25,433,843.16
Uncollected Rents	763,479.83	1,152,763.62
Percent Uncollected Rents	6.11%	4.34%

Source: Finance Department

- 1. Target:** At the end of MTW Year Four, PHA projected a 5.5% rate for uncollected rent.
- 2. Actual:** At the end of Year Four, PHA exceeded its projected target and achieved a collected rent rate of 95.66%; or a 4.34% rate for uncollected rent, representing a significant decline from the previous year's rate of 11.04 %.

C. Work Orders

1. **Target:** PHA projected it would continue to meet its current response rate of 100% for emergency work orders within 24 hours. For routine work orders, PHA projected it would respond with an average rate of six days.
2. **Actual:** PHA responded to 100% of all emergency work orders within 24 hours. For routine work orders, PHA responded within an average time period of 9 days.

D. Inspections

1. **Target:** PHA planned to complete inspections of 100% of units during MTW Year Four.
2. **Actual:** PHA completed 100% of inspections for conventional units, scattered sites, and AME sites as of the end of MTW Year Four.
3. **Results of Independent PHAS Inspections.** The Philadelphia Housing Authority was not scored on Physical Inspections during year 2003. PHA scored 26 points for the 2002 inspection period. When a housing authority scores 26 or more points for Physical Inspections they are exempted from the inspection process for one year.

E. Security

Security Systems. New security systems have been installed at Harrison Plaza, West Park, and Blumberg Apartments, and security system upgrades are also planned at other sites.

Improved Coordination with the Philadelphia Police Department. PHA now has a direct link with the Philadelphia Police Department. This link provides PHAPD with data on crimes not previously captured and offers more accurate statistics. In sum, this partnership allows PHAPD to employ its resources more effectively. PHAPD has obtained and reviewed crime statistics and maps for a number of the properties in its portfolio and is using this information to evaluate redeployment plans, create joint strategies with the City, and strengthen relationships with resident and neighborhood groups.

Lease Enforcement and Compliance Unit. PHA has entered into negotiations to establish an electronic link with the Philadelphia courts in order to expedite evictions when necessary.

Quality of Life Program. Management and maintenance teams have instituted one-day initiatives at two housing developments to provide referrals for social services and to address lease violations, maintenance issues, delinquent rent, and late recertifications. Each one-day initiative includes follow-up activities such as police patrols, establishment of town watch, assessments for social services, initiation of eviction process for delinquent rent or lease violations, and completion of repairs.

Community-Based Policing. The PHAPD continues to operate its community-based policing initiative at many conventional developments. Also, a patrol schedule has been established which provides more focused police coverage. The PHA Police and the City Philadelphia Police Department continue to expand opportunities to enhance public safety through collaborative efforts.

Neighborhood Town Watch Groups. The Managing Director's Office of the City of Philadelphia continues to work with TSSI to establish watch groups throughout the city. Two Town Watch programs are operating at PHA, one at Fairhill and a second at Queen Lane. Two more Town Watch programs are in development.

Police Advisory Board. The advisory board continues to work with the community to identify crime and quality of life issues. The advisory board met four times during the course of the past year.

SECTION 9: MANAGEMENT INFORMATION FOR LEASED HOUSING

A. Leasing Information

1. Target versus Actual Lease Ups.

Target: PHA expected to achieve a 100% voucher lease-up rate for MTW vouchers by March 31, 2005. The projected utilization for the period beginning April 1, 2004 through March 31, 2005 for MTW allocations was 14,850 families leased.

Actual: For fiscal year ending March 31, 2005 PHA achieved a 100% voucher lease-up rate with 14,850 families leased.

2. Information and Certification of Data on Leased Housing Management.

Ensuring Rent Reasonableness: PHA has established, uses, and continues to update a vast Philadelphia rent database that details rents by Philadelphia neighborhoods. PHA utilizes the services of Applied Real Estate Analysis, Inc. (AREA) to conduct rental analysis on unassisted units of various bedroom sizes in 32 rental sub-markets in Philadelphia.

Expanding Housing Opportunities: PHA places an emphasis on increasing the supply of affordable housing and supports efforts aimed at housing rehabilitation and neighborhood revitalization. The Authority also continues to promote homeownership opportunities through an extensive counseling, escrow, and sales program. PHA continues to increase homeownership opportunities through use of Tenant Based Vouchers, 5(h) Homeownership Demonstration Program and Turnkey III Programs. A total of 380 homes have been sold under these programs.

Homeownership breakdown by program:

Housing Choice Voucher (tenant based): 82

5(h) Homeownership: 102

Turnkey (Whitman Park and Brown Street): 196

Deconcentration of Low-Income Families: PHA's MTW family program strives to effect upward mobility by assisting public housing residents to increase their income. At HOPE VI developments, mixed-income communities are promoted by targeting different tiers of income. Applicants and/or participants receiving tenant-based vouchers are required to attend a briefing session during which voucher recipients are encouraged to broaden their housing search beyond "traditional neighborhoods" and exercise housing choice.

3. Narrative/Explanation of Differences.

PHA met its target performance goals specified in the MTW Annual Plan for Year Four.

B. Inspection Strategy

1. Results of Inspection Strategy.

Planned Versus Actual Inspections Completed by Category:

- Annual HQS Inspections- PHA met its goal of completing 100% of planned annual HQS Inspections. PHA has scheduled 100% annual HQS inspections of occupied households.
- Pre-Contract HQS Inspections-PHA completed 100% of planned pre-contract HQS inspections. As of March 31, 2005, a total of 2,800 newly leased units (including transfers) passed inspection.
- HQS Quality Control Inspections-PHA completed 100% of planned HQS quality control inspections.

HQS Enforcement:

- PHA continues to enforce 72 hour and/or 30 day corrective action in the event of failed inspections. Re-inspection of units with safety or health violations will be scheduled within 72 hours and 30 days for routine deficiencies. This process is monitored by customized software created to track inspection scheduling and results.

2. Narrative/Discussion of Differences.

PHA met or exceeded the target performance goals specified in the MTW Annual Plans for Year Four.

SECTION 10: RESIDENT PROGRAMS

A. Planned Versus Actual Activities.

Resident Programs at PHA are designed to improve the quality of life for residents of both Public Housing and the Housing Choice Voucher programs through a comprehensive array of economic, educational, social, and health initiatives for youth, adults, and seniors which promote self-sufficiency and well being. Under the MTW Demonstration Program, PHA has the opportunity to maximize the delivery of services to residents that are offered by PHA, partners, agencies and neighborhood organizations.

Community Partnership Program. The Community Partnership Program is designed to establish partnerships with local providers to fund a range of neighborhood supportive services including the pre-apprenticeship program and nursing and health administration programs. These programs provide residents with the skills to enter the construction and health fields. Program offerings include daycare training, GED preparation, job placement, certified food handler, home maintenance and repair, youth development, and hospitality industry training. These programs are designed to provide PHA residents with the necessary skills to enter today's workforce. As a result of PHA's Community Partners Program, 209 PHA residents have entered the workforce and achieved an average income of \$12.25/hour.

MTW Family Program. Housing Choice Voucher participants who are subject to the new seven-year time limit must now work with PHA to develop a Family Economic Development Action Plan. From August 2003 to March 31, 2005, 6,514 households signed the Family Economic Development Action Plan (FEDAP). This plan helps establish self-sufficiency goals for the entire family. In addition families are required to sign a MTW agreement. There are three MTW agreements used for the PHA residents. For example, the Housing Choice Voucher Program, Public Housing and Hope VI residents all sign a MTW agreement for their particular program. To date, 9,950 households have signed MTW Family Agreements since April 2003.

In the Year 4 Plan, PHA introduced the 5-tiered self-sufficiency approach based on income, as a model for delivering resident services.

1. Zero Income Households. In Year 4, the number of Zero Income Households was reduced from 480 families in the prior year to 330 families, a 31% reduction in the number of Zero Income Households from the previous year. Of that reduction, 105 residents have gained both part time and full time employment. The compensation for full-time residents averaged \$12.25 per hour.
2. TANF Recipients. Through the case manager assigned by Philadelphia County Assistance Office to TANF Recipients, PHA supplemented existing services to provide additional referrals for education and job training programs, improve job readiness, and initiate a job search and placement to 125 residents.
3. Part Time or Seasonally Employed Heads of Households. PHA assisted 75 individuals to obtain full-time employment with benefits through training programs to improve career skills and job referrals.

4. Full-Time Employed Heads of Households. In the past year, PHA assisted 142 individuals to obtain a living wage with benefits through Career Awareness workshops and job referrals. In the first 36 months of MTW, 298 households have increased their incomes so that they no longer need HCV subsidies.
5. Elderly and Disabled Households. PHA, in partnership with St Agnes Hospital, opened a LIFE facility at the newly opened senior building at Greater Greys Ferry Estates. This LIFE facility is an Adult Day Center that will enable eligible seniors to live independently with the assistance of services provided through this partnership.

Blumberg Family Center. The One Stop Self-Sufficiency Center at Blumberg, has served 6,668 residents to date. In the first 36 months of MTW, 298 households have increased their incomes so that they no longer need HCV subsidies. The first Computer Training Classes officially started during the first week of January 2004 at Norman Blumberg Computer Lab. Computer Training Classes divided into two levels: Beginning and Advanced. The beginning class is a 10-week class and the advance class is 12-week class. Students are awarded a Certificate for successful completion of computer training classes. During the period from April 1, 2004 through March 31, 2005, the Computer Training Classes served a total of 275 residents at the Blumberg One Stop Self-Sufficiency Center. Two hundred forty-five (245) people were in the Beginning Computer Class, and thirty (30) people were in the Advanced Computer Class.

John Street Community Center. During Year 4, a Community Center at the Richard Allen Homes was developed along with the HOPE VI revitalization of this site. The Center provides opportunities for youth, adults and Senior Citizens that include the following disciplines: Dance; Theater Arts; Vocal Arts; Computer Technology; Karate; Gymnastics; Culinary Arts; Aerobics; Arts & Crafts; Spoken Word Poetry and Music. The goal of the program shall be to bring arts to an underserved population, increase in the arts and education and allow children to see the arts in their lives.

Continuing Care Center. PHA and the St. Agnes Continuing Care Center opened a state-of-the-art senior care center on the premises of one of PHA's largest and newest affordable housing developments, Greater Grays Ferry Estates (GGFE), located at 3001 Moore Street.

The St. Agnes facility is located on the first floor of PHA's brand new 72-unit Conswiller B. Pratt Apartments. St. Agnes will deliver a comprehensive, long-term senior care program named "LIFE" (Living Independently For Elders). LIFE enables participants to live as independently as possible through a full spectrum of services while keeping PHA residents out of nursing homes and hospitals. LIFE is a program of all-inclusive care for the elderly (PACE) and is funded by Medicare and Medicaid.

Education, Life Skills and Employment Training Programs. These programs include a broad array of services including programs that provide college scholarships, Life Skills (such as conflict resolution and financial planning), and employment training programs such as the Pre-Apprentice Program, and a Certified Nursing Assistants Program. Under these programs PHA provides residents with a foundation in basic skills essential for establishing self-sufficiency.

Pre-Apprenticeship Program. PHA continued to operate the Pre-Apprenticeship Training Program initiative in partnership with building trade unions that graduated 78 residents in the past year. Some graduates are employed in career opportunities with the Philadelphia Housing Authority. The program has four curriculums: General Education Diploma

(GED), Adult Basic Education (ABE), Life Skills and building trade skills: carpentry, electrical, painting and roofing. The Instructors from Community College of Philadelphia coordinate the General Education Diploma program.

Certified Nursing Assistant Program. Last year, 52 PHA residents graduated from Professional Healthcare Institute's (PHI) Certified Nursing Assistance Program. This is an eight-week training program that prepares participants to take the state exam for Nurse Assistant certification. This program includes placement in jobs in local healthcare or nursing home facilities. To date, 854 residents have graduated, of which over 90% obtained employment. A total of sixty-eight (68) students will graduate in June of this year.

Medical Billing Program. Last year, thirteen (13) PHA residents graduated from Professional Healthcare Institute's (PHI) Medical Billing Program. Twenty-three (23) clients will graduate this year for a total of thirty-six (36) graduates.

Pharmacy Technician Program. Last year twenty-one (21) PHA residents graduated from Professional Healthcare Institute's Pharmacy Technician Program. Fifty-one will graduate this year for a total of seventy-two (72) PHA graduates.

Section 3 Program. The Section 3 Program provides job opportunities for PHA residents through subcontractors selected to work on PHA-funded projects. Last year a total of forty-nine (49) residents were placed through the Section 3 Program. This year there were a total of sixth-five (65) residents placed which brings the total of Section 3 placement to (389) since the inception of this program.

Youth Programs. Under MTW, PHA continued the operation of its Mobile Computer Labs, which provide Internet access and educational software programs for children from pre-school through the sixth grade. A regular schedule has been implemented so that children in PHA's seven Early Childhood Centers can also benefit from regular use of the computers. PHA has also created partnerships with the City of Philadelphia Department of Human Services, the School District of Philadelphia, the Philadelphia Workforce Investment Board, and the U.S. Department of Education to operate youth programs at eight Community-Based Organizations, nine Family Centers, and two Cultural Arts organizations. PHA leveraged over \$500,000 and serves over 325 youth year round on a daily basis.

Senior Programs. PHA continues to expand its services to its senior residents. PHA works closely with the Philadelphia Corporation for Aging, for example, to provide comprehensive services and activities. PHA operates senior centers at Liddonfield, Wilson Park, Emlen Arms, and Cassie Holly. Major redevelopment activities at Greater Greys Ferry Estates include the development of a senior building and an adult center for seniors.

Homeownership Programs. The Homeownership Division now oversees all homeownership programs (HOPE VI, HCV, Turnkey III and 5(h) programs) and has sold a total of 381 homes to-date. During the period from April 1, 2004 thru March 31, 2005, the Housing Choice Voucher (HCV) Program closed on twenty-eight (28) homes; Turnkey III Program, closed on a total of nineteen (19) homes; and the 5h Homeownership Scattered Sites Program closed on a total of (19) homes for a total of 66 new homeowners under these programs in Year Four.

The HCV Homeownership program completed 80 homebuyer's workshops over the past fiscal year. The 80 workshops consisted of 1679 residents. Of these residents, 206 residents were deemed "credit ready" for home purchase, 407 were determined to need 6 - 12 months of "credit repair," and 1066 were determined to need more the 12 months of "credit repair." All of these residents are referred to credit counseling agencies of their choice, as well as referred to an Economic Self Sufficiency Coordinator for the enhancement of their current Family Economic Development Action Plan.

The Philadelphia Housing Authority was also awarded a Homeownership Supportive Services grant of \$861,366 from the U.S. Department of Housing and Urban Development (HUD) to assist residents to achieve homeownership, and the HCV Homeownership Program was awarded \$76,000 also from HUD for loans to cover closing costs for first-time homebuyers. HUD has also confirmed that PHA is one of the leading housing authorities in the nation in HCV homeownership sales.

The Homeownership Division provided first-time homebuyers workshops to over 500 clients at the Lucien E. Blackwell Homes. The homeownership division along with its realtor partners has received an overwhelming response from PHA marketing efforts and received over 700 applications from prospective homebuyers.

The Homeownership Division has also made a special commitment to provide homeownership opportunities to public housing residents to purchase 40 available new homes at Lucien E. Blackwell Homes. Additionally, PHA is in the process of launching marketing initiatives for 125 homeownership units at Greater Grays Ferry Estates.

The Homeownership Division provided homeownership seminars to various community organizations and events throughout the City of Philadelphia, including the annual Tribune Homebuyer's Workshop, one of the premier homebuyer events held in the city. PHA also established partnerships with major banks including Bank of America, Citizens Bank, Wells Fargo and Wachovia Bank who have committed to provide in-kind services for prospective homebuyers, totaling \$657,000. The services include free credit report, budgeting/money management, and credit repair.

Another partner, the Pennsylvania Housing Finance Agency (PHFA), is sponsoring training for PHA's consortium of lenders and its housing counseling agency partners. The Division maintains relationships with 26 certified housing counseling agencies throughout the city of Philadelphia.

B. Results of 2003 Resident Survey.

Philadelphia Housing Authority
Customer Service and Satisfaction Survey 2005
ALL DEVELOPMENTS*
603 respondents

OVERALL SATISFACTION

1. How satisfied are you with the following:

	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	Does Not Apply	Missing Answer
Your unit/home?	18% 111	67% 405	11% 64	4% 22	0% 1	0% 0
Your development/building?	12% 60	64% 318	18% 91	5% 26	18% 106	0% 2
Your neighborhood?	8% 46	67% 399	19% 111	7% 42	0% 3	0% 2

MAINTENANCE AND REPAIR

2. Over the last year, how many times have you called for maintenance or repairs?

Have Never Called	1 to 3 Times	4 to 6 Times	More Than 6 Times	Does Not Apply	Missing Answer
23% 135	52% 309	15% 91	11% 64	0% 3	0% 1

3. If you called for NON-EMERGENCY maintenance or repairs (for example, leaky faucet, broken light, etc.,) the work was usually completed in:

Have Never Called	Less Than One Week	1 to 4 Weeks	More Than 4 Weeks	Problem Never Corrected	Missing Answer
33% 196	63% 256	22% 90	7% 29	8% 31	0% 1

4. If you called for EMERGENCY maintenance or repairs (for example, toilet plugged up, gas leak, etc.), the work was usually completed in:

Have Never Called	Less Than 6 Hours	6 to 24 Hours	More Than 24 Hours	Problem Never Corrected	Missing Answer
44% 268	50% 168	30% 99	14% 48	5% 18	0% 2

5. Based on your experience, how satisfied are you with:

	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	Does Not Apply	Missing Answer
How <u>easy</u> it was to request repairs?	15% 80	72% 376	11% 56	2% 11	13% 80	0% 0
How <u>well</u> the repairs were done?	13% 68	70% 359	14% 72	3% 14	15% 89	0% 1
How well you were <u>treated</u> by the person you contacted for repairs?	16% 81	75% 387	8% 40	2% 9	14% 86	0% 0
How well you were <u>treated</u> by the person doing the repairs	16% 80	76% 390	7% 35	2% 9	15% 89	0% 0

COMMUNICATION

6. Do you think management provides you information about:

	Strongly Agree	Agree	Disagree	Strongly Disagree	Does Not Apply	Missing Answer
Maintenance and repair (for example, water shut-off, boiler shut-down, modernization activities?)	10% 55	69% 384	19% 103	2% 11	8% 47	0% 3
The rules of your lease?	10% 59	75% 441	14% 83	1% 7	1% 9	1% 4
Meetings and events?	9% 49	65% 369	23% 129	4% 22	5% 31	0% 3

7. Do you think management is:

	Strongly Agree	Agree	Disagree	Strongly Disagree	Does Not Apply	Missing Answer
Responsive to your questions and concerns?	9% 50	70% 406	20% 114	2% 14	3% 17	0% 2
Courteous and professional with you?	12% 69	74% 434	13% 76	1% 7	3% 16	0% 1
Supportive of your resident/tenant organization?	6% 26	68% 316	22% 105	4% 21	22% 132	0% 3

8. Are you involved in a resident/tenant organization in your housing development?

Yes	No	Missing
15% 90	85% 509	1% 4

SAFETY

9. How safe do you feel:

	Very Safe	Safe	Unsafe	Very Unsafe	Does Not Apply	Missing Answer
In your unit/home?	23% 141	65% 392	9% 55	2% 15	0% 0	0% 0
In your building?	15% 68	62% 282	20% 92	3% 15	23% 140	1% 6
In your parking area?	10% 43	63% 265	22% 93	5% 22	29% 177	0% 3

10. Do you think any of the following contribute to crime in your development?
(Mark all that apply.)

	Number	Percentage
Bad Lighting	190	32%
Broken Locks	61	10%
Location of Housing Development	118	20%
Police Do Not Respond	106	18%
Residents Don't Care	287	48%
Resident Screening	200	33%
Vacant Units	89	15%
Open Air Drug Activities	377	63%

11. If residents in your development break the rules in the lease, does management take action?

Yes	No	Don't Know	Missing
68% 197	32% 94	52% 312	0% 0

12. Are you aware of any crime prevention programs available to residents (for example, Neighborhood Watch, Block Watch, Community Policing, Tenant Patrol, or Street Patrol)?

Yes	No	Does Not Apply	Missing Answer
36% 184	64% 321	16% 95	0% 3

SERVICES

13. Over the last year, how many problems, if any, have you had with electricity or heat?

Never Had a Problem	1 to 3 Problems	4 to 6 Problems	More Than 6 Problems	Does Not Apply	Missing Answer
61% 367	31% 183	5% 31	3% 18	1% 4	0% 0

13a. If you had a problem with electricity or heat, how long did it take to fix?

Never Had a Problem	Less Than 6 Hours	6 to 24 Hours	More Than 24 Hours	Problem Never Corrected	Missing Answer
63%	32%	37%	20%	11%	0%
377	72	84	45	24	1

14. Over the last year, how many problems, if any, have you had with kitchen appliances (for example, stove, refrigerator, etc.)?

Never Had a Problem	1 to 3 Problems	4 to 6 Problems	More Than 6 Problems	Does Not Apply	Missing Answer
80%	15%	4%	2%	0%	0%
478	92	21	9	3	0

14a. If you had a problem with kitchen appliances, how long did it take to fix?

Never Had a Problem	Less Than 6 Hours	6 to 24 Hours	More Than 24 Hours	Problem Never Corrected	Missing Answer
79%	28%	37%	21%	14%	0%
479	35	45	26	17	1

15. Over the last year, how many problems, if any, have you had with water or plumbing (for example, toilets, hot water, etc.)?

Never Had a Problem	1 to 3 Problems	4 to 6 Problems	More Than 6 Problems	Does Not Apply	Missing Answer
66%	25%	6%	3%	0%	0%
397	150	34	20	1	1

15a. If you had a problem with water or plumbing, how long did it take to fix?

Never Had a Problem	Less Than 6 Hours	6 to 24 Hours	More Than 24 Hours	Problem Never Corrected	Missing Answer
66%	29%	25%	26%	20%	0%
396	59	52	53	41	2

16. Over the last year, how many problems, if any, have you had with smoke detectors?

Never Had a Problem	1 to 3 Problems	4 to 6 Problems	More Than 6 Problems	Does Not Apply	Missing Answer
88%	11%	0%	0%	0%	0%
530	69	2	2	0	0

16a. If you had a problem with smoke detectors, how long did it take to fix?

Never Had a Problem	Less Than 6 Hours	6 to 24 Hours	More Than 24 Hours	Problem Never Corrected	Missing Answer
88%	54%	15%	10%	21%	0%
530	39	11	7	15	1

HOUSING DEVELOPMENT APPEARANCE

17. How satisfied are you with the upkeep of the following areas in your development:

	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	Does Not Apply	Missing Answer
Common areas (for example, stairways, walkways, hallways, etc)?	12% 64	68% 356	17% 89	3% 16	13% 78	0% 0
Exterior of buildings?	11% 57	68% 354	17% 90	3% 16	14% 82	1% 4
Parking areas?	8% 32	69% 268	21% 81	3% 10	35% 210	0% 2
Recreation areas (e.g., playgrounds and other outside facilities)?	6% 24	73% 271	16% 61	5% 17	38% 229	0% 1

18. How often, if at all, are any of the following a problem in your development:

	Never	Sometimes	Often	Always	Does Not Apply	Missing Answer
Abandoned cars?	63% 354	26% 147	6% 31	5% 26	7% 41	1% 4
Broken glass?	58% 333	30% 169	7% 38	5% 30	5% 32	0% 1
Graffiti?	57% 327	29% 165	10% 56	5% 29	4% 23	0% 3
Noise?	32% 188	38% 219	15% 86	15% 88	3% 19	0% 3
Rodents and insects (indoors)?	25% 145	40% 234	15% 89	20% 116	3% 17	0% 2
Trash/litter?	43% 247	35% 202	10% 55	13% 72	4% 26	0% 1
Vacant units?	59% 277	25% 117	5% 23	11% 49	23% 136	0% 1

CONCLUSION

19. If there is a person with a permanent disability in your household who has difficulty moving around, did your management make necessary changes to your unit if you requested them (for example, grab bars, lowered light switches, wheelchair access)?

Made No Such Request	Yes	No	Does Not Apply	Missing Answer
35%	13%	52%	30%	0%
148	53	220	182	0

20. Since moving into your current residence, have you been told by a doctor, nurse, or other local health department that any of your children (who live with you) have lead poisoning or a high level of lead in their blood?

Yes	No	Missing
2%	98%	0%
11	591	1

21. Would you recommend your housing development to a friend or family member seeking public housing?

Yes	No	Don't Know	Missing
82%	18%	8%	1%
449	101	49	4

GENERAL INFORMATION

22. What is your gender?

Male	Female	Missing
12%	89%	0%
69	531	3

23. How old are you?

18-24	25-34	35-44	45-54	55-61	62+	Missing
4%	17%	24%	20%	11%	24%	1%
24	104	142	119	64	145	5

24. What is your race/ethnicity? (mark all that apply)

Caucasian/ White	African-Am./ Black	Asian/Pacific Islander	Native Am./ Indian	Hispanic	Other	Missing
2%	94%	0%	0%	4%	0%	0%
12	563	1	1	22	2	2

25. How long have you lived in your housing development?

Less Than 6 Months	6 Months to 2 Years	2 to 5 Years	Over 5 Years	Missing Answer
2%	21%	26%	51%	1%
13	127	156	302	5

26. How much do you pay in rent each month (including utilities)?

< \$100 Per Month	\$100 - \$199 Per Month	\$200 - \$299 Per Month	\$300 - \$399 Per Month	\$400 - \$499 Per Month	\$500 or More Per Month	Missing Answer
12%	35%	23%	17%	9%	5%	3%
68	202	136	98	54	27	18

*The percentages assigned to all categories are based on the total number of responses to each question or sub-question less the responses for "missing answers", "does not apply" and "don't know". The percentages assigned to the responses for "missing answers", "does not apply" and "don't know" are based on the total number of respondents in the sample. In cases where a respondent gave multiple answers to a question the responses were not included and are reflected in the "missing answer" category. In addition, in calculating the percentages in questions 3, 4, 13a., 14a., 15a., and 16a. the responses for "have never called" were not included. Percentages have been rounded, and therefore may not total 100%.

SECTION 11: OTHER INFORMATION REQUIRED BY HUD

This section provides documentation to HUD that the Philadelphia Housing Authority has complied with specific MTW requirements or with other HUD requirements that are mandated by other HUD regulations.

A. Results of latest completed 133 Audit .

B. Required Certifications and other submissions from which PHA is not exempted by the MTW Agreement (All required forms submitted with Year Four Plan Document).

- PHA Certifications of Compliance with MTW Plan Requirements.
- Form HUD-50070. Certification for a Drug-Free Workplace.
- Form HUD-50071. Certification of Payments to Influence Federal Transactions.
- Form SF-LLL. Disclosure of Lobbying Activities.

C. Submissions required for the receipt of funds (All required forms submitted with Year Four Plan Document).

- Form HUD-52723. Calculation of PFS Operating Subsidy.
- Form HUD-52722-A. Calculation of Allowable Utilities Expense Level.
- Form HUD-52721. Direct Disbursement Payment Schedule Data.
- Form HUD-52837. Capital Fund Annual Statement, Parts I, II, III (Formula Allocation).
- Form HUD-52837. Capital Fund Annual Statement, Parts I, II, III (Replacement Housing).
- Form HUD-52673. Estimate of Total Required Annual Contributions.
- Form HUD-52663. Requisition for Partial Payment of Annual Contributions.

SINGLE AUDIT SECTION

PHILADELPHIA HOUSING AUTHORITY
SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS
YEAR ENDED MARCH 31, 2004

<u>CFDA Number</u>	<u>FEDERAL GRANTOR PROGRAM TITLE</u>	<u>Pass Thru Number</u>	<u>Federal Expenditures</u>
<u>U.S. Department of Agriculture</u>			
10.559	Summer Food Service Program for Children		\$ 104,041
<u>U.S. Department of Housing and Urban Development</u>			
14.170	Congregate Housing Service Program	N/A	80,796
14.182	New Construction Section 8 Program	N/A	1,033,110
14.235	Supportive Housing Program	N/A	418,881
14.243	Opportunities for Youth - Youthbuild Program	N/A	225,425
14.249	Section 8 Single Room Occupancy Program	N/A	1,527,978
14.512	Community Development Work-Study Program	N/A	60,232
14.850a	Low Rent Public Housing	N/A	98,430,138
14.850b	Development Program	N/A	1,042,110
14.856	Section 8 Modern Rehabilitation	N/A	3,216,588
14.857	Section 8 Rental Certificate Program	N/A	6,365,812
14.859	Comprehensive Grant Program	N/A	536,989
14.866	Revitalization of Severely Distressed Public Housing	N/A	17,223,624
14.872	Capital Fund Program	N/A	74,835,741
14.870	Resident Opportunity & Self-Sufficiency	N/A	763,996
	Moving to Work Program		130,892,734
<u>Health and Human Services</u>			
93.044	Special Programs for the Aging	N/A	403,677
93.575	Child Care and Development Grant	N/A	6,103
93.600	Head Start	N/A	1,371,953
			<u>\$338,539,928</u>

This schedule is prepared on the accrual basis of accounting.

PHILADELPHIA HOUSING AUTHORITY
SCHEDULE OF FINDINGS AND QUESTIONED COSTS
FOR THE YEAR ENDED MARCH 31, 2004

SECTION I - SUMMARY OF AUDITORS' RESULTS

Financial Statements

Type of auditors' report issued:	Unqualified
Internal control over financial reporting:	
• Material weakness(es) identified?	No
• Reportable condition(s) identified that are not considered to be material weaknesses?	None reported
Noncompliance material to financial statements noted?	No

Federal Awards

Internal control over major programs:	
• Material weakness(es) identified?	No
• Reportable condition(s) identified that are not considered to be material weakness(es)?	No
Type of auditors' report issued on compliance for major programs:	Unqualified
Any audit findings disclosed that are required to be reported in Accordance with Section 510(a) of Circular A-133?	No
Identification of major programs:	

CFDA Number

Name of Federal Program

14.850a	Low Rent Public Housing
14.856	Section 8 Moderate Rehabilitation Program
14.857	Section 8 Rental Program
14.866	Revitalization of Severely Distressed Public Housing
14.872	Capital Fund Program Moving to Work Program

**PHILADELPHIA HOUSING AUTHORITY
SCHEDULE OF FINDINGS AND QUESTIONED COSTS
FOR THE YEAR ENDED MARCH 31, 2004**

SECTION IV – SUMMARY SCHEDULE OF PRIOR AUDIT FINDINGS

There are no open prior audit findings.

Report of Independent Certified Public Accountants
on Compliance and on Internal Control over Financial
Reporting Based on an Audit of Financial Statements Performed
in Accordance with Government Auditing Standards

Board of Commissioners
Philadelphia Housing Authority
Philadelphia, Pennsylvania

HUD, Pennsylvania State Office
Office of Public Housing
Wanamaker Building
100 Penn Square East
Philadelphia, Pennsylvania 19107

We have audited the financial statements of Philadelphia Housing Authority (PHA) as of and for the year ended March 31, 2004, and have issued our report thereon dated September 22, 2004. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States.

Compliance

As part of obtaining reasonable assurance about whether the PHA's financial statements are free of material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts and grants, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit and, accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance that are required to be reported under *Government Auditing Standards*.

Internal Control over Financial Reporting

In planning and performing our audit, we considered PHA's internal control over financial reporting in order to determine our auditing procedures for the purpose of expressing our opinion on the financial statements and not to provide assurance on the internal control over financial reporting. Our consideration of the internal control over financial reporting would not necessarily disclose all matters in the internal control over financial reporting that might be material weaknesses. A material weakness is a condition in which the design or operation of one or more of the internal control components does not reduce to a relatively low level the risk that misstatements in amounts that would be material in relation to the financial statements being audited may occur and not be detected within a timely period by employees in the normal course of performing their assigned functions. We noted no matters involving the internal control over financial reporting and its operation that we consider to be material weaknesses.

This report is intended for the information and use of management and federal awarding agencies and pass-through entities, and is not intended to be and should not be used by anyone other than these specified parties.

Skidmore & Company LLC

September 22, 2004

Report of Independent Certified Public Accountants
on Compliance with Requirements Applicable to Each Major
Program and Internal Control over Compliance in Accordance
With OMB Circular A-133

Board of Commissioners
Philadelphia Housing Authority
Philadelphia, Pennsylvania

HUD, Pennsylvania State Office
Office of Public Housing
Wanamaker Building
100 Penn Square East
Philadelphia, Pennsylvania 19107

Compliance

We have audited the compliance of the Philadelphia Housing Authority (PHA) with the types of compliance requirements described in the U.S. Office of Management and Budget (OMB) *Circular A-133 Compliance Supplement* that are applicable to each of its major federal programs for the year ended March 31, 2004. PHA's major federal programs are identified in the summary of auditors' results section of the accompanying Schedule of Findings and Questioned Costs. Compliance with the requirements of laws, regulations, contracts and grants applicable to each of its major federal programs is the responsibility of PHA's management. Our responsibility is to express an opinion on PHA's compliance based on our audit.

We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States; and OMB Circular A-133, *Audits of States, Local Governments and Non-Profit Organizations*. Those standards and OMB Circular A-133 require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major federal program occurred. An audit includes examining, on a test basis, evidence about PHA's compliance with those requirements and performing such other procedures as we considered necessary in the circumstances. We believe that our audit provides a reasonable basis for our opinion. Our audit does not provide a legal determination on PHA's compliance with those requirements.

In our opinion, PHA complied, in all material respects, with the requirements referred to above that are applicable to each of its major federal programs for the year ended March 31, 2004.

Internal Control over Compliance

The management of PHA is responsible for establishing and maintaining effective internal control over compliance with requirements of laws, regulations, contracts and grants applicable to federal programs. In planning and performing our audit, we considered PHA's internal control over compliance with the requirements that could have a direct and material effect on a major federal program in order to determine our auditing procedures for the purpose of expressing our opinion on compliance and to test and report on internal control over compliance in accordance with OMB Circular A-133.

Our consideration of the internal control over compliance would not necessarily disclose all matters in the internal control that might be material weaknesses. A material weakness is a condition in which the design or operation of one or more of the internal control components does not reduce to a relatively low level the risk that noncompliance with applicable requirements of laws, regulations, contracts and grants that would be material in relation to a major federal program being audited may occur and not be detected within a timely period by employees in the normal course of performing their assigned functions. We noted no matters involving the internal control over compliance and its operation that we consider to be material weaknesses.

This report is intended for the information and use of management and federal awarding agencies and pass-through entities, and is not intended to be and should not be used by anyone other than these specified parties.

Sedman & Company LLC

September 22, 2004

Certification for a Drug-Free Workplace

U.S. Department of Housing
and Urban Development

Applicant Name

Philadelphia Housing Authority

Program/Activity Receiving Federal Grant Funding

Moving To Work Year Four Report

Acting on behalf of the above named Applicant as its Authorized Official, I make the following certifications and agreements to the Department of Housing and Urban Development (HUD) regarding the sites listed below:

I certify that the above named Applicant will or will continue to provide a drug-free workplace by:

a. Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the Applicant's workplace and specifying the actions that will be taken against employees for violation of such prohibition.

b. Establishing an on-going drug-free awareness program to inform employees ---

(1) The dangers of drug abuse in the workplace;

(2) The Applicant's policy of maintaining a drug-free workplace;

(3) Any available drug counseling, rehabilitation, and employee assistance programs; and

(4) The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace.

c. Making it a requirement that each employee to be engaged in the performance of the grant be given a copy of the statement required by paragraph a.;

d. Notifying the employee in the statement required by paragraph a. that, as a condition of employment under the grant, the employee will ---

(1) Abide by the terms of the statement; and

(2) Notify the employer in writing of his or her conviction for a violation of a criminal drug statute occurring in the workplace no later than five calendar days after such conviction;

e. Notifying the agency in writing, within ten calendar days after receiving notice under subparagraph d.(2) from an employee or otherwise receiving actual notice of such conviction. Employers of convicted employees must provide notice, including position title, to every grant officer or other designee on whose grant activity the convicted employee was working, unless the Federal agency has designated a central point for the receipt of such notices. Notice shall include the identification number(s) of each affected grant;

f. Taking one of the following actions, within 30 calendar days of receiving notice under subparagraph d.(2), with respect to any employee who is so convicted ---

(1) Taking appropriate personnel action against such an employee, up to and including termination, consistent with the requirements of the Rehabilitation Act of 1973, as amended; or

(2) Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health, law enforcement, or other appropriate agency;

g. Making a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs a. thru f.

2. **Sites for Work Performance.** The Applicant shall list (on separate pages) the site(s) for the performance of work done in connection with the HUD funding of the program/activity shown above: Place of Performance shall include the street address, city, county, State, and zip code. Identify each sheet with the Applicant name and address and the program/activity receiving grant funding.)

Check here ☐ if there are workplaces on file that are not identified on the attached sheets.

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate.
Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties.
(18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

Name of Authorized Official

Carl R. Greene

Title

Executive Director

Signature

Date

8/4/05

X

Certification of Payments to Influence Federal Transactions

U.S. Department of Housing
and Urban Development
Office of Public and Indian Housing

Applicant Name

Philadelphia Housing Authority

Program/Activity Receiving Federal Grant Funding

Moving to Work Year Four Report

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, Disclosure Form to Report Lobbying, in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate.

Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties.
(18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

Name of Authorized Official

Carl R. Greene

Title

Executive Director

Signature

Date (mm/dd/yyyy)

8/4/05

DISCLOSURE OF LOBBYING ACTIVITIES

Complete this form to disclose lobbying activities pursuant to 31 U.S.C. 1352
(See reverse for public burden disclosure.)

Approved by OMB
0348-0046

1. Type of Federal Action: <input type="checkbox"/> contract <input type="checkbox"/> grant <input type="checkbox"/> cooperative agreement <input type="checkbox"/> loan <input type="checkbox"/> loan guarantee <input type="checkbox"/> loan insurance	2. Status of Federal Action: <input type="checkbox"/> a. bid/offer/application <input type="checkbox"/> b. initial award <input type="checkbox"/> c. post-award	3. Report Type: <input type="checkbox"/> a. initial filing <input type="checkbox"/> b. material change For Material Change Only: year _____ quarter _____ date of last report _____
4. Name and Address of Reporting Entity: <input checked="" type="checkbox"/> Prime <input type="checkbox"/> Subawardee Tier _____, if known: Congressional District, if known: 2nd	5. If Reporting Entity in No. 4 is a Subawardee, Enter Name and Address of Prime: Congressional District, if known:	
6. Federal Department/Agency: U.S. Department of Housing & Urban Development	7. Federal Program Name/Description: MTW Year Four Report CFDA Number, if applicable: 14.870	
8. Federal Action Number, if known:	9. Award Amount, if known: \$	
10. a. Name and Address of Lobbying Registrant (if individual, last name, first name, MI): Not Applicable	b. Individuals Performing Services (including address if different from No. 10a) (last name, first name, MI): 	
11. Information requested through this form is authorized by title 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when this transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.	Signature:  Print Name: Carl R. Greene Title: Executive Director Telephone No.: 215-684-4174 Date: -8/4/05	
Federal Use Only:		Authorized for Local Reproduction Standard Form LLL (Rev. 7-97)